

# CITY OF MEMPHIS

## CONSOLIDATED ANNUAL PERFORMANCE AND EVALUATION REPORT HOUSING AND COMMUNITY DEVELOPMENT

**DRAFT FOR PUBLIC REVIEW**



**PROGRAM YEAR 2010 (FISCAL YEAR 2011)  
JULY 1, 2010 TO JUNE 30, 2011**

**A C Wharton, Jr., MAYOR  
CITY OF MEMPHIS**

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HOUSING AND COMMUNITY DEVELOPMENT**



**City of Memphis**  
**Consolidated Annual Performance Evaluation Report**  
**FY 2011**  
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**PROGRAM YEAR 2010/FISCAL YEAR 2011  
CONSOLIDATED ANNUAL PERFORMANCE EVALUATION REPORT  
CITY OF MEMPHIS**

**Executive Summary**

This document represents the City of Memphis' program year 2010/fiscal year 2011 (FY11) Consolidated Annual Performance Evaluation Report (CAPER). The report outlines the progress that the City of Memphis, Division of Housing and Community Development (HCD) has made in carrying out its strategic and annual action plan for the period of July 1, 2010 to June 30, 2011. This report addresses the U.S. Department of Housing and Urban Development's (HUD's) Program Year 2010 (PY10). The grants reported on for this period include the Community Development Block Grant (CDBG), HOME Investment Partnership funds, the Emergency Shelter Grant (ESG) Program, and Housing Opportunities for Persons with AIDS (HOPWA).

Activities carried out with other funding sources are also reported in the CAPER in that the combination of all resources enables Memphis to implement its housing and community development programs.

Part I of the CAPER describe the resources, commitments and expenditures made available during FY11. Part II summarizes the three year goals for each priority area and describes the individual activities undertaken within each priority area, the number of persons assisted, administrative expenditures, and other actions taken by the City relating to housing and community development. Part III presents Program Accomplishments while Part IV presents Entitlement Program Narratives. Part V discusses Other Actions and Part VI contains a section on Self-Evaluation. Part VII concludes the document with a description on Public Participation.

The CAPER provides HCD the opportunity to evaluate its efforts in following an approved Consolidated Plan and to examine the impact of its housing and community development programs in the Memphis community. To effectively evaluate the progress made during FY2011, the CAPER references the 2011-2013 Consolidated Plan's Three Year Strategy for Housing and Community Development, which is the foundation for performance reporting. The 2011-2013 Consolidated Plan described the City of Memphis' housing and community development needs, strategies, goals, and objectives.

The 2011-2013 Consolidated Plan identified four areas for priority needs: Housing, Homeless, Special Needs Populations, and Neighborhood/Community-Public Services/Economic Development. This year's CAPER is the first report for the Consolidated Plan's 2011-2013 Three-Year Strategy. Significant areas of accomplishment include the following highlights.

An objective of the housing need category is to increase the rate of homeownership. In the report year, the City of Memphis provided down payment assistance to 22 low-moderate income families through HCD and a local nonprofit.

The combination of efforts resulting from the housing objective to provide direct and indirect assistance to rehabilitation was met through the Single-family Rehabilitation, Volunteer and Minor Home Repair Programs. Combined, these three programs enabled Memphis to meet the rehabilitation objective. A combined total of 199 low-income households benefited from these programs.

In the category of Homeless and Special Needs, HCD provided funding for 22 programs serving the homeless. This included 19 ESG-funded contracts that served 3324 homeless adults and children; 3 CDBG funded programs that assisted 670 homeless adults and children. CDBG funds were used toward the rehabilitation of 85 units of transitional housing, and HOME funds were used to develop ten units of housing and chronically ill homeless persons. An additional 9226 persons were assisted through programs serving non-homeless persons with special needs through CDBG, HOME, and HOPWA funds.

Community Housing Development Organizations (CHDOs) also contributed to meeting housing needs through the construction of 9 new units available for homeownership, rental, or lease-purchase opportunities, rehabilitation of 8 single family units, and acquisition of 1 lot for future development. Additionally, during FY2011, CHDOs started construction or rehabilitation of 5 units to be available for ownership, rental, or lease-purchase opportunities.

In the area of housing development, HCD assisted in the development of 32 single family units at Trinity Park, construction of 8 units of single family rental in Orange Mound, construction of 60 multi family rental units at Ruby Oaks, and rehabilitation of 128 multi family rental units at Saints Court, all of which were completed in FY2011. Four additional projects were in progress in FY2011, including the 57 at April Woods West, construction of 30 single family rental units at Lucca Street, construction of 10 single family rental units at Bearwater Creek, and construction of 30 single family homeownership units at McKinley Park.

The draft CAPER was available for public review and comment from September 12, 2011 through September 26, 2011. The final CAPER is available to the public and will be presented at a public hearing to be held early 2012. Notice of the meeting will be provided in the Commercial Appeal and through a variety of other sources.

## PART I - RESOURCES

### A. Federal Entitlement Resources and Program Income

The resources received by the City of Memphis during the July 1, 2010 to June 30, 2011 reporting period (FY 2011) are detailed in this section. Entitlement funds made up the majority of the resources that were received within the City. These include federal Community Development Block Grant (CDBG), HOME funds, Emergency Shelter Grant (ESG), and Housing Opportunities for Persons With AIDS (HOPWA). The FY11 entitlement grant funds and program income are outlined in the table below.

#### Sources and Commitment of Funds

The following table reflects Federal entitlements and program income available, committed and expended during FY 2011.

Funding Sources	Committed Funds	Available Funding	Expenditures
CDBG & CDBG Program Income	\$13,102,336.41	\$230,499.15	\$10,711,837.26
HOME & HOME Program Income	\$6,936,278.68	\$1,166,708.03	\$5,769,570.25
ESG	\$430,342.35	\$0.00	\$430,342.35
HOPWA	\$2,279,322.50	\$0.00	\$2,279,322.50
<b>TOTALS</b>	<b>\$22,748,279.94</b>	<b>\$1,397,207.18</b>	<b>\$19,191,072.76</b>

### B. Other Resources Available in FY11

In addition to the FY11 entitlement funds, other federal, state, City and private resources were available for housing and community development activities. These additional resources include unencumbered, prior year CDBG, HOME, ESG and HOPWA funds that were committed to activities detailed in previous Consolidated Plans. These other resources are detailed in the following table.

Funding	Use of Funds	Funds Available in FY 2010
City of Memphis General Fund	Community Initiatives, Middle-Income Housing, Economic Development	\$4,765,911.00
Capital Improvement Program Funds	Infrastructure, Acquisition, Construction	\$11,300,000.00

Public Housing Operating and Capital Funds	Memphis Housing Authority for operation, construction, and maintenance of public housing	\$17,369,438.00
Housing Choice Voucher Contribution	Memphis Housing Authority for rental assistance	\$40,895,244.00
Housing Choice Voucher Family Self Sufficiency Program	Helping Housing Choice Voucher residents to become homeowners and/or achieve economic self-sufficiency	\$68,000.00
Continuum of Care Grants	Homeless Housing Developers	\$5,152,663.00
Public Housing Family Self-Sufficiency program	Helping public housing FSS families to become homeowners and/or achieve economic self-sufficiency	\$68,000.00
ARRA CDBG funds	CDBG eligible activities that maximize job creation and economic benefit	\$2,177,302.00
ARRA Homelessness Prevention Funds	Homelessness and re-housing	\$3,329,685.00
Neighborhood Stabilization Program Funds	Acquisition and rehabilitation for housing units that have been foreclosed and related services.	\$11,506,415.00
Lead Hazard Reduction Demonstration	Reduction of lead paint hazard in rental units, especially those housing families with children	\$4,000,000.00
CDBG Disaster Recovery Funds	Long-term flood disaster recovery, flood damage mitigation	\$6,264,239.00
Neighborhood Stabilization Program 3	Demolition and Redevelopment of vacant and/or blighted property	\$5,195,848.00

### **Leveraging Resources**

HCD maximizes the City's Federal entitlement dollars to maximize the impact of its housing and community development programs. Partners that work in collaboration with HCD include other government agencies, private foundations, non-profit service providers, mortgage companies, lenders, and private investors. The efforts to leverage entitlement and other funds with private and other public resources are described below.

HCD has leveraged significant dollars for neighborhood revitalization efforts in partnership with the Memphis Housing Authority. A combination of HOPE VI, private, local government, CDBG, and foundation funding are currently being

utilized in the Legends Park and Cleaborn Homes HOPE VI revitalization projects.

The Renaissance Business Center (RBC) provides technical assistance and loans to persons who wish to start or expand a small business. The RBC Business Opportunity Fund is a partnership between the Small Business Administration, Southeast Community Capital, the City of Memphis, and makes loans up to \$500,000 to small businesses. In FY2011, there were 11 loans made totaling \$282,500. Primarily, loans were made to businesses in the service industry. RBC also administers a Contractor's Assistance Program, which leverages funds by providing small, minority, and women-owned businesses with technical assistance, and information on bonding, insurance, and capital.

The HCD Real Estate Development and Non-Profit Housing departments leverage funds by providing funding to for-profit and non-profit housing developers to rehabilitate or construct single and multi-family housing units. In FY2011, the Affordable Single and Multi-Family Housing Development program leveraged \$30,358,316.00. In FY2011, the Down Payment Assistance program leveraged over \$1,953,270.00 in private mortgage financing by providing funds to assist with down payments and closing costs. CHDO projects leveraged approximately \$135,794.00.

The HCD Department of Special Needs Department requires leverage from organizations awarded funds through its competitive grant programs. In FY2011, HCD leveraged over \$4,018,813.00 in in-kind, volunteers, and primarily cash match from nonprofit organizations awarded funds through the ESG program. All HOME Match for Housing for Homeless and Special Needs Populations are required to match a minimum of 100% of the amount that they are applying for. In FY2011, \$270,411.18 was matched under this program. HCD also helps to coordinate the annual application to HUD for funding under the Continuum of Care and received an award in the amount of \$4,702,808.00 during FY2011.

### **Geographic Distribution**

The maps on the following pages indicate the geographic areas where the majority of program entitlements funds were distributed. These maps show the location of the boundaries for CHDO activities; the areas where homeowner rehabilitation efforts have focused; and, the targeted areas for most of the City's competitive grant awards.



## **PART II. Three-Year Strategy and Priority Areas: An Overview**

### **Three-Year Strategy**

This section provides a summary of the five areas that were identified as housing and community development priorities in the 2011-2013 Consolidated Plan. The priority areas are housing, homeless and special needs housing and services, community and public services, economic development, and neighborhood and community development. The three-year goals and objectives for each priority area are summarized below; however, the reader is referred to pages 1-60 of Strategic Plan Section of the 2011-2013 Consolidated Plan for a comprehensive description of the goals, objectives, and strategies for each priority area.

#### **Housing**

Memphis' goal for housing is to insure access, opportunity, and choice for all residents of the City of Memphis to decent and quality housing that is affordable and located in safe and appealing neighborhoods.

The Housing objectives for 2011-2013 include:

- I. To provide funding that assists the development and production of affordable housing for low and very low income residents
- II. To fund and further develop programs that provide accessibility upgrades or modifications to existing owner-occupied and rental housing
- III. To seek passage of local requirements that will increase the minimum number of accessible housing units in publicly assisted housing developments
- IV. To provide assistance to homeowners that preserves and prevents the loss of their properties
- V. To provide funding that will help increase housing choices

#### **Homeless**

The following Homeless objectives were proposed for 2011-2013:

- I. To assist the development of permanent supportive housing for chronically homeless individuals
- II. To assist the development of a range of permanent supportive housing options for homeless families in which the primary caregiver has a mental illness
- III. To develop a local policy that as a requirement of receiving funding to provide transitional and permanent housing, organizations will coordinate and focus outreach efforts to unsheltered, mentally ill people and those in emergency shelters

- IV. To develop a plan which provides permanent supportive housing for mentally ill homeless persons who are ineligible for program assistance that is restricted to serving chronically homeless persons
- V. To provide funding for workers who are trained to assist homeless persons, including the mentally ill, to receive Supplemental Security Income (SSI)
- VI. To develop incentives and funding that will help transitional housing programs that have underutilized space to develop programs that assist homeless substance abusers
- VII. To develop incentives and funding that will encourage the use of existing and the development of new transitional housing and emergency shelters that will serve primary caregivers who are homeless substance abusers

The Gaps Analysis identified the high priority needs of permanent supportive housing for chronically homeless persons, transitional and permanent supportive housing for mentally ill homeless persons and families, access to benefits for homeless persons and families, and emergency and transitional supportive housing for homeless persons and families affected by substance abuse.

### **Special Needs Populations**

Special needs populations were identified as seven special needs populations: HIV/AIDS, Mentally Ill, Elderly, Chronic Substance Abusers, Developmentally Disabled, Physically Disabled, and Victims of Domestic Violence (the Elderly category also includes the Frail Elderly).

The primary Special Needs goal for HCD is to help ensure that low-moderate income members of special needs populations and their families have access to decent and affordable housing and to associated services and treatment that helps them live as independently as possible.

### **Objectives:**

- I. To make funding available that will assist the development of permanent supportive housing for Special Needs sub-populations
- II. To continue to give preference to funding requests that propose to provide supportive services to Special Needs sub-populations
- III. To make funding available that will respond to the increase demand for tenant-based rental assistance for income eligible persons within the Special Needs sub-populations
- IV. To continue to give preference to funding requests that propose to develop new or rehabilitate public facilities which provide supportive services to income eligible Special Needs sub-populations

## **Neighborhood, Community & Economic Development**

The following priority needs were established for non-housing, community development:

1. Create neighborhoods where people choose to live, work, and invest
2. Retention of small business and expansion of small business opportunities
3. Provide public services and facilities that address the needs of low and moderate income persons and communities
4. Financial resources and physical infrastructure support for economic and neighborhood development

### **Long Term Objectives**

- To redevelop Targeted Areas and neighborhoods
- To provide capital and financial resources to support small business development and job creation & employment training
- To increase the number of neighborhood and public facilities in targeted areas
- To give preference to grant requests from organizations and businesses that provide employment training and job opportunities that provide a living wage
- To give preference to grant requests from non-profit organizations that provide essential, supportive and public services to elderly persons and to programs that seek to improve the self-sufficiency of very-low to moderate-income persons

### **Short Term Objectives**

- To provide infrastructure improvements that support the redevelopment of targeted areas
- To develop area/neighborhood redevelopment plans

Specific objectives included in the 2011-2013 Strategic Plan for Neighborhood, Community/Economic Development, and Public Services for non-housing community development follow.

- I. To prepare neighborhood and area plans and to redevelop target areas and neighborhoods
- II. To give preference to grant requests from organizations and businesses that provide employment training and job opportunities that provide a living wage and to expand small business development efforts in targeted areas
- III. To give preference to grant requests from nonprofit organizations that provide essential, supportive, and public services to youth, elderly persons, very-low to moderate income persons and to increase the number of neighborhood and public facilities in targeted areas.

- IV. To provide capital and financial resources to support small business development, job creation, and employment training.

## PART III PROGRAM ACCOMPLISHMENTS

### Housing Activities and Expenditures

#### *Down Payment Assistance*

FY11 Expenditures:                      HOME                      \$116,683.00

The down payment assistance program helps low and moderate income homebuyers with down payments and closing costs toward the purchase of single family residences. When combined with city-funded assistance, the total amount of private loans leveraged was \$1,953,270.00 and 22 new homebuyers received down-payment assistance in FY11. 18 low and moderate income homebuyers were assisted through HOME funds and 4 were assisted with City of Memphis funds.

Down Payment Assistance			
Incomes 51 to 80% MFI**	Incomes 31 to 50% MFI	Incomes <30% MFI	Total
5	12	1	18

\*\* Median Family Income

#### *Single Family Rehabilitation*

FY11 Expenditures:                      CDBG                      \$429,555.56  
    HOME                      \$601,635.18

The Housing and Rehabilitation Program Department (HARP) offers financial and construction assistance to low and moderate income homeowners in making repairs to their homes. The major focus of this program is to assist low to moderate-income homeowners in bringing their houses into compliance with City Housing Codes. The rehabilitation program focuses on major home repairs including roofing, electrical repairs, plumbing, and interior finish work. During FY11, the single-family rehabilitation program completed 38 income-eligible houses.

#### *Senior Citizens Minor Home Repair*

FY11 Expenditures:                      CDBG                      \$1,136,012.93

This program provides assistance to senior homeowners by performing a variety of minor home repairs on owner-occupied dwellings citywide. The Minor Home Repair program focuses on correcting conditions that directly affect the health and safety of the occupants, such as leaking roofs, weak floors, and no heat. To be eligible for this program, applicants must be at least 60 years old or disabled, and be able to demonstrate that family income meets HUD guidelines for low and moderate-income households. In FY11, the Senior Citizens Minor Home Repair program completed 137 repairs.

*Volunteer Home Repair*

FY11 Expenditures: CDBG \$117,089.25

The Volunteer Home Repair program is a partnership between the City of Memphis and Service-Over-Self (SOS), a volunteer organization. The City provides the materials and supplies for minor home repairs and program participants provide the volunteer labor to make the repairs to owner occupied homes of senior citizens 60 or older and/or the disabled. Volunteer groups may include, but are not limited to, nonprofit organizations, local businesses, and neighborhood organizations. The Volunteer Home Repair program assisted 24 households in FY11

**Owner-Occupied Housing Accomplishments**

Program	Expenditures	Total Units Completed	Incomes 51 to 80% MFI**	Incomes 31 to 50% MFI	Incomes < 30% MFI
Single Family Rehabilitation	\$1,031,190.74	38	11	21	6
Senior Citizen Minor Home Repair	\$1,136,012.93	137	18	53	66
Volunteer Home Repair	\$117,089.25	24	4	10	10
<b>TOTALS</b>	<b>\$2,284,292.92</b>	<b>199</b>	<b>33</b>	<b>84</b>	<b>82</b>

\*\* Median Family Income

*Tenant Based Rental Assistance*

FY11 Expenditures: HOME \$301,281.14

HCD funded seven organizations that administered Tenant Based Rental Assistance including Cocaine and Alcohol Awareness Program (CAAP), Case Management, Inc., Door of Hope, Frayser Millington Mental Health Services, Lowenstein House, Grace House, and Shelby Residential and Vocational Services for persons with special needs. Rent and Utility assistance services were provided to a total of 135 households.

*Housing Program Delivery*

FY11 Expenditures CDBG \$2,310,926.95

The Division of Housing and Community Development used CDBG funds in the implementation of the owner-occupied rehabilitation and down payment assistance programs described in this report. Staff and overhead costs associated with departments that are directly involved in carrying out CDBG

eligible housing rehabilitation, finance, and development are representative of these expenditures.

Trinity Park		
FY11 Expenditures:	HOME	\$371,796.82

HOME funds were used to construct a 32 unit single family housing for homeownership development in partnership with Habitat for Humanity.

Ruby Oaks		
FY11 Expenditures	HOME	\$749,973.00

Ruby Oaks used HOME funds to complete the construction of 60 units of multi family rental housing.

Aprilwoods West		
FY11 Expenditures	HOME	\$203,113.52

April Woods West used HOME funds toward the development of 57 units of multi family rental housing in North Memphis.

Bearwater Creek		
FY11 Expenditures	HOME	\$270,026.00

HOME funds were toward the development of ten rental units in North Memphis. As of the end of FY11, the project was in progress.

NHO Orange Mound Single Family Housing		
FY11 Expenditures	HOME	\$67,129.30

Neighborhood Housing Opportunities used HOME funds toward the construction of 8 rental single family units. The project was completed in FY11.

ALCO – Saints Court Rehabilitation		
FY11 Expenditures	HOME	\$750,000.00

Alco Management used HOME funds toward the rehabilitation of 128 units of affordable multi-family rental housing. This project was completed in FY11.

McKinley Park		
FY11 Expenditures	HOME	\$146,100.00

McKinley Park consists of construction of 30 single family units for homeownership. This project is part of the Legends Park HOPE VI project, which included the redevelopment of former Dixie Homes.

Riverview Kansas CDC – Lucca Street Single Family Housing  
FY11 Expenditures                      HOME                      \$12,657.00

Riverview Kansas CDC used HOME funds toward the construction of 20 affordable single family rental units.

Chicago Park Place  
FY11 Expenditures                      CDBG                      \$50,040.00

This expenditure was used for the annual lease payment for the community center and service space in the redeveloped building. This public facility is a Community Center type of space within a targeted area, which benefits low to moderate income people in this area.

### **Housing Activities of Community Housing Development Organizations**

*LeMoyne-Owen College CDC (LOC-CDC)*  
FY11 Expenditures:                      HOME                      \$27,339.34

The LOC-CDC used HOME/CHDO funds to acquire and complete construction of one new home for sale to HOME income-eligible buyers.

*Neighborhood Housing Opportunities Inc.*  
FY11 Expenditures:                      HOME                      \$293,431.76

Neighborhood Housing Opportunities Inc. (NHO) used HOME/CHDO funds to complete the construction of seven rental units.

*New Chicago CDC*  
FY11 Expenditures:                      HOME                      \$20,700.00

The New Chicago CDC used HOME/CHDO funds to acquire and complete rehabilitation on one rental housing unit.

*Frayser CDC*  
FY11 Expenditures:                      HOME                      \$77,133.75

The Frayser CDC used HOME/CHDO funds to complete acquire and complete rehabilitation of six rental units and to acquire and begin rehabilitation of two rental units.

*Douglas, Bungalow, Crump CDC*  
FY11 Expenditures:                      HOME                      \$35,000.00

The Douglas Bungalow Crump CDC used HOME/CHDO funds to acquire and construct one house.



*North Memphis CDC*

FY11 Expenditures:	HOME	\$38,627.96
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In FY11, HOME funds were used by the North Memphis CDC to acquire two lots for new construction of housing.

*NEVETS CDC*

FY11 Expenditures:	HOME	\$7,304.00
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NEVETS used HOME CHDO funds to acquire and construct one unit of housing for homeownership.

*The Works, Inc.*

FY11 Expenditures:	HOME	\$45.00
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The Works, inc. used HOME CHDO funds to construct three housing units that were in progress as of the end of FY2011.

*CHDO Administration Funds*

FY11 Expenditures:	HOME	\$96,924.05
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In FY11, CHDO administration funds were used to provide support to 10 CHDO organizations. The organizations that benefited from CHDO administration funds include North Memphis CDC, Frayser Community Development Corporation, Neighborhood Housing Opportunities, NEVETS, LeMoyne-Owen College CDC, and The Works, Inc.

## Homeless Activities and Expenditures

### *Alpha Omega Veterans Services - (OM)*

FY11 Expenditures: ESG \$35,000.00

Funds were used to provide operations and maintenance costs for four shelter locations for homeless veterans. The program served 125 adults in FY11 which provided access to mainstream resources, including veterans administration, benefits, healthcare, and substance abuse treatment.

### *AGAPE Child and Family Services*

FY2011 Expenditures: ESG \$8,717.69

The primary goal of AGAPE's program is to ensure that children who are at imminent risk of entering the Department of Children's Services' foster care program will remain in a safe permanent home. 93 clients were served through the program in FY2011.

### *Barron Heights (ES)*

FY11 Expenditures ESG \$7,752.32

Barron Heights used funding to provide essential services in the form of personnel costs of a case manager position for homeless veterans. In FY11, 109 veterans were served.

### *Case Management, Inc. (HP)*

FY11 Expenditures: ESG \$9,374.54

Case Management, Inc.'s Homeless to Housing Program used funds to provide emergency rent and utility assistance to 119 consumers who were in great risk of being homeless in the Memphis and Shelby County area. Included in this group are the dually diagnosed, victims of domestic violence, single fathers with children, HIV/AIDS patients and veterans.

### *Case Management, Inc. (ES)*

FY11 Expenditures ESG \$28,448.48

Case Management, Inc. used ESG funds to prevent evictions and termination of utilities for mental health consumers. 119 people were assisted through this program.

### *Catholic Charities, Inc/Genesis House. (ES)*

FY11 Expenditures: ESG \$14,826.01

Catholic Charities used funds to provide services for homeless adult men and women with severe and chronic mental illnesses; as well as the dually diagnosed

(mentally ill with alcohol and drug addictions). Genesis House provides transitional care services to assist clients in meeting their needs (e.g. meals, transportation, shelter, clothing, financial counseling, medical services and legal services). The agency projected to serve 65 clients. The goal was exceeded. Case management and transitional shelter were provided to a total of 107 homeless adult men and women during this contract period.

*Cocaine & Alcohol Awareness Program (CAAP) - (OM)*

FY11 Expenditures: ESG \$17,818.32

Cocaine & Alcohol Awareness Program (CAAP) used ESG funds to operate and maintain an alcohol and drug facility that serves homeless men. In FY11, the program served 120 men, 98% of whom were alcohol or substance abuse dependent.

*Door of Hope Homeless Services – (ES)*

FY11 Expenditures: ESG \$11,966.22

Door of Hope used funds to provide services and supplemental case management to chronically homeless people. A total of 74 individuals were assisted. The staff assisted clients with applying for their SSI/SSDI and VA benefits.

*Door of Hope*

FY11 Expenditures CDBG \$42,568.16

In FY11, Door of Hope used CDBG funds to provide supportive services to chronically homeless persons in the Midtown Memphis Area. All clients served were either physically or mentally disabled, chronic substance abusers, or dually diagnosed. The support service provided meals, showers, laundry services, access to other eligible services, and socialization. The program provided services to 133 clients during FY11.

*Homeless Program Delivery*

FY11 Expenditures: CDBG \$267,795.96

The Division of Housing and Community used CDBG funds in its implementation of its homeless activities and homeless programs as described in this section. Staff and overhead costs associated with departments that are directly involved in carrying out CDBG eligible homeless housing and supportive services are represented by these expenses.

*Hospitality Hub (OM)*

FY11 Expenditures: ESG \$6,595.55

The Hospitality Hub serves as an entry point for services for homeless persons and persons at risk of becoming homeless. In FY11, these funds were used to fund the operations and maintenance of the facility, which provided 1339 guests with point of entry services.

*Hospitality Hub (ES)*

FY11 Expenditures: ESG \$3,330.00

The Hospitality Hub serves as an entry point for services for homeless persons and persons at risk of becoming homeless. In FY11, these funds were used to fund the essential services associated with the facility, which provided 1339 guests with point of entry services.

*Karat Place, Inc. – (ES)*

FY11 Expenditures: ESG \$6,375.51

Funds were used to provide emergency shelter and case management services to 16 female, ex-offender clients. Services included job and skills training, domestic training and child rearing skills.

*Karat Place, Inc. – (OM)*

FY11 Expenditures: ESG \$15,435.00

Funds were used for the operation and maintenance of the transitional shelter which provides transitional housing, family reunification/preservation, drug treatment and counseling. In-house and collaborative rehabilitation services addressed recidivism and substance abuse. Client integration focused on job readiness, job searching, life, and parenting skills. During the contract period, the agency provided services to 16 female ex-offenders.

*Lowenstein House/Housing Case Management/Mentally Ill (ES)*

FY11 Expenditures: ESG \$11,000.00

Lowenstein House offers a day program for vocational skills training for adults with mental illness. It also provides social, recreational and educational activities designed to help people achieve self-sufficiency in the community. The agency's consumers require intense services and life skills instruction in order to prevent homelessness. Funds were used to provide essential services to 15 clients who have a mental illness.

*Memphis Family Shelter/EEP*

FY11 Expenditures:	CDBG	\$12,938.40
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Memphis Family Shelter utilized funds to homeless children at Memphis Family Shelter with individual tutoring sessions and field trips. In FY11, 87 children were provided tutoring, field trips, and other education enrichment activities.

*Memphis Family Shelter – (OM)*

FY11 Expenditures:	ESG	\$23,307.12
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These funds were used to pay for the operations of the transitional shelter, which serves women and children who are victims of domestic violence. In FY11, Memphis Family Shelter provided 39 women with transitional housing. Beneficiary data on their children is included in the Memphis Family Shelter/EEP activity above.

*Memphis Inter-Faith Hospitality Network – (ES)*

FY11 Expenditures:	ESG	\$10,000.00
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Memphis Inter-Faith Hospitality Network (MIHN) used funds to provide emergency shelter services to male and female headed households with and without children. These services included shelter and participating host churches, clothing, job research and interview training, and transportation to interviews, employment fairs, research locations, school and child care locations. MIHN provided services to 75 individuals during the contract period.

*MIFA Estival Communities*

FY2010 Expenditures:	ESG	\$28,494.06
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MIFA used ESG funds to provide comprehensive transitional housing and services for homeless families. In FY2011, MIFA served 154 households.

*The Salvation Army/Emergency Family Shelter – (OM)*

FY11 Expenditures:	ESG	\$18,749.97
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The Salvation Army used funds for the operation and maintenance costs to prevent women and children from becoming homeless. Activities included provision of food, shelter and case management services. During the reporting period, the Salvation Army served 435 women and children through this program.

*The Salvation Army/Essential Services*

FY11 Expenditures: ESG \$10,094.05

The Salvation Army used funds to provide essential services aimed at preventing women and their children from becoming homeless. 435 people were provided with emergency shelter during FY2011.

*Shield, INC. Family Shelter Program – (OM)*

FY11 Expenditures: ESG \$19,153.29

Shield, INC used funds for the Family Shelter Program's to prevent homelessness for 19 households (22 adults and 43 children) by providing operations and maintenance costs for an emergency shelter for homeless women and children.

*Synergy Treatment Centers (OM)*

FY11 Expenditures: ESG \$4,166.70

Synergy Treatment Center combines stable housing and supportive services. The agency proposed to assist 30 men referred from the criminal justice center who are drug and/or alcohol dependent move toward better health, personal and financial independence, and social reintegration. The agency actually served 26 homeless individuals who have completed substance abuse treatment with on-going recovery services and affordable housing in an environment that is conducive to clean and sober residential stability. Funds were used to pay for utilities.

*Tennessee Community Services Agency*

FY11 Expenditures CDBG \$40,918.86

This project was established to assist with the operation of the Memphis/Shelby County Emergency Housing Partnership which ensures the operation of the homeless hotline and a central intake and assessment center that provide assistance with homeless prevention and rapid re-housing/relocation assistance. In FY2011, Tennessee CSA served over 450 people.

*YWCA of Greater Memphis*

FY11 Expenditures ESG \$9,940.67

This program addresses the needs of women and children who are victims of domestic violence. The UWCA provided emergency shelter for abused women, crisis hotline counseling, court advocacy in domestic violence issues, social service referrals, and services to immigrants. 326 victims of domestic violence were assisted in FY2011.

*Door of Hope*

FY11 Expenditures:	HOME	\$210,600.00
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Door of Hope is using HOME funds to rehabilitate a 10 unit single occupancy facility for chronically homeless individuals. Construction was underway as of the end of FY11.

*MIFA Transitional Housing Rehab Project*

FY11 Expenditures	CDBG	\$64,846.82
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In FY11, MIFA used CDBG funds toward the rehabilitation of 85 units of transitional housing in the Peabody Vance area.

*Behavioral Health Initiatives*

FY2011 Expenditures	HOME	\$5,607.61
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This expenditure represents a final payment made toward the Phoenix Project, which is a ten-unit permanent housing development for the chronically homeless mentally ill.

*Friends for Life*

FY11 Expenditures	HOME	\$190,000.00
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Friends for Life used HOME funds to rehabilitate a ten-unit single room occupancy at Claybrook for chronically homeless individuals with HIV/AIDS. The project is still underway.

## **Non-Homeless Special Needs Populations Activities and Expenditures**

### *Court Appointed Special Advocates (CASA) Volunteer Training*

FY11 Expenditure: CDBG \$53,178.66

Court Appointed Special Advocates (CASA) provided child advocacy services to 508 abused and/or neglected children who were placed in foster care. This service is made possible through the recruitment and training of volunteer advocates.

### *Exchange Club*

FY11 Expenditures: CDBG \$51,999.55

The Exchange Club used funds for the Children/Adolescent Domestic Violence Program to provide a comprehensive program of support services, safety planning, counseling, and assessment of community resources for children, adolescents and adults who have experienced domestic violence. Services were provided to 648 clients during this contract period.

### *Friends-for-Life*

FY11 Expenditures: CDBG \$47,877.70

Friends for Life used funds to coordinate the delivery of medical and supportive services to clients via their Wellness University Program. Clients received individualized curriculums, medical treatment, mental health services and daily living skills. 889 participants received Drop-In Services, of which, 355 were Wellness University participants, and 236 individuals received vocational training.

### *Hope House*

FY11 Expenditure: CDBG \$42,568.16

Hope House used funds awarded to the Strengthening Families for the Future Program to assist 118 low and moderate income individuals, including 23 children and 23 families affected with HIV/AIDS by providing supportive services that include weekly support groups, violence prevention, parent training, play therapy, and individual counseling sessions.

### *Lowenstein House, Inc.*

FY11 Expenditures: CDBG \$43,657.71

Lowenstein House used CDBG funds to pay the salaries of two staff members, a Case Manager and a Job Coach who provided services that included basic living skills training, educational and recreational activities, job training, job placement, support groups, and interpersonal skills training skills needed to work and live in the community. A total of 27 adults diagnosed with a serious and persistent mental illness were assisted.



*Memphis Center for Independent Living*

FY11 Expenditure: CDBG \$59,106.43

MCIL used funds for administrative costs to oversee home modifications related to accessibility to low and moderate income households that include a disabled individual. In FY11, MCIL provided assistance to 15 households. The minor home modification program has 14 projects underway, with five of them completed. Standards used to inspect the projects are within ADA guidelines.

*Memphis Child Advocacy Center*

FY11 Expenditure: CDBG \$60,025.97

Memphis Child Advocacy Center provided ongoing support and assistance with accessing community resources for parents whose children have disclosed that they have been sexually abused. A total of 5914 families received services, including participation of 229 non-offending parents in 665 supportive counseling sessions. Sessions focused on providing these parents support and assisted them with accessing community resources and support group sessions. The family advocates continued to be a critical part of ensuring that families that come through the center are guided through smoothly and receive support and needed information.

*Meritan, Inc*

FY11 Expenditures: CBDG \$55,222.35

Meritan, Inc. provided self help services to individuals who are blind or visually impaired. Funding was used to fund the salary and benefits of the orientation and mobility specialist in collaboration with the Alliance for the Blind and Visually Impaired. During the reporting period, the program assisted 151 persons who are blind or have a visual impairment.

*Metropolitan Inter-Faith Association (MIFA)*

FY11 Expenditures: CDBG \$38,010.47

MIFA used funds to operate the Senior Companion Program. This program paired active, low-income seniors with homebound, frail seniors who needed assistance with daily living activities. Funds were used to pay the stipends of senior companions who assisted 21 senior clients during the contract year.

*Special Needs Program Delivery*

FY11 Expenditures: CDBG \$267,795.96

The Division of Housing and Community used CDBG funds in its implementation of its activities and programs as described in this section. Staff and overhead costs associated with departments that are directly involved in carrying out

CDBG eligible special needs housing and supportive services are represented by these expenses.

*Title XX Program Match – Help Care Homemaker Project*

FY11 Expenditures:	CDBG	\$177,791.30
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Help Care Homemaker Services provided 55 elderly and disabled residents with homemaker/care taker services which included meal preparation, assistance with personal hygiene, errands and escort services. With the assistance of homemaker aides, participants are empowered to increase their independence and become more self-sufficient.

*Shared Cost Homemaker Program*

FY11 Expenditures	CDBG	\$50,376.28
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The shared cost homemaker program provides homemaker services on a restricted fee basis to elderly and severely disabled individuals. Services included meal preparation, assistance with personal hygiene, laundry, errands, general cleaning, and a limited referral services. In FY2011, 19 people were assisted.

*Housing Opportunities for Persons with AIDS Projects*

FY11 Expenditures:	HOPWA	\$2,189,569.89
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During the period from July 1, 2010 through June 30, 2011, the City of Memphis, acting through seven (7) project sponsors administered HOPWA-funded projects that expended over two (2) million dollars. The project sponsors were Meritan, Inc., Family Services of the Mid-South, Friends For Life, Hope House Day Care, Urban Family Ministries, Shield, Inc., and Case Management, Inc. They provided a range of housing and supportive services to residents of eight counties in the Memphis EMSA, which includes Fayette, Shelby and Tipton counties, in Tennessee; DeSoto, Marshall, Tate and Tunica counties in Mississippi; and Crittenden County, Arkansas. Approximately 40% of the funds were expended on housing subsidy and housing placement assistance and 60% on supportive services. 567 households received housing / housing placement assistance while 861 benefited from HOPWA-funded supportive services. All housing assistance was accompanied with case management and preparation of a housing plan.

*Housing Options Inc.*

FY11 Expenditure:	HOME	\$26,985.00
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Housing Options used HOME funds to develop and construct 4 new rental units for developmentally disabled persons. Each house is a group home that will be occupied by two or more very-low income persons who will share common space and facilities but maintain separate bedrooms. This expenditure represents a final payment for a project completed in FY2010.

*TN Mental Health Consumer Association*

FY11 Expenditure:	HOME	\$27,218.57
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Funds were used to complete the construction of a ten unit single room occupancy housing for mentally ill persons. The grand opening of the facility was held in October of 2010.

*Tenant Based Rental Assistance Operating*

FY11 Expenditures	CDBG	\$108,562.24
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Four agencies were provided CDBG funds to operate their tenant based rental assistance programs which provide rental and utility assistance to special needs populations.

## **Non-housing and Community Development Activities and Expenditures**

The following are a list of Neighborhood/Community and Economic Development expenditures for Fiscal Year 2011.

### *Clean Memphis*

FY2011 Expenditure	CDBG	\$12,500.00
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In FY2011, Clean Memphis organized 38 clean sweeps in 21 neighborhoods, plus additional mobile sweeps in up to 28 neighborhoods at once. Clean Memphis also made presentations to neighborhood groups in partnership with Memphis City Beautiful to encourage and support neighborhood clean up projects. Multiple neighborhood associations and neighborhood watch groups were present.

### *Information Commons*

FY2011 Expenditure	CDBG	\$25,000.00
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The United Way of the Mid-South launched the Community Issues Management, which is a publicly accessible data and information sharing portal as a resource to the community at no cost for use as a forum for community discussion and decision making tool. In FY2011, the United Way conducted marketing and outreach of the tool, training, created twelve issue libraries, uploaded 34 datasets, and provided ongoing technical assistance to users.

### *LeMoyne-Owen Town Center*

FY11 Expenditure	CDBG	\$151,581.75
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LeMoyne-Owen College CDC Towne Center is a 101,000 sq. ft. mixed use lifestyle center incorporating office, public health clinic, commercial and retail businesses called the Towne Center at Soulsville. The Center is a special economic development project designed to create employment opportunities to a growing, emerging neighborhood that consists of low to moderate income individuals, homeowners, international tourists, students, professionals, and other community partners. The Towne Center is a footprint equal to the size of one city block on McLemore from College to Neptune. The total cost of the project is estimated to be \$11 million dollar project with over \$1 million of those funds coming from this City of Memphis Division of Housing Community Development. The funding has been used to assist with the construction of the mixed use lifestyle center.

### *Fair Housing Enforcement (MALS)*

FY11 Expenditure:	CDBG	\$65,376.98
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Memphis Area Legal Services operates the Fair Housing Enforcement program which is designed to eradicate issues of unfair housing and promote equal opportunity and fair housing practices in the Memphis area. This program

assisted 84 residents of Shelby County with potential fair housing complaints. 64 cases required enforcement action and 45 cases were referred to the Memphis City Attorney/City Courts for further action.

*Mustard Seed, Inc. (Neighborhood Networks)*

FY11 Expenditure	CDBG	\$6,960.00
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Mustard Seed Inc. efforts included youth leadership, personal and educational development, civic and life-skills development, improvement to health status, and economic development. This included a tutorial program, computer lab, adult readiness program, summer youth activities, programs in community and civic engagement, and exercise classes served an average of (600) Memphians monthly.

Rise Foundation/Step Prep Program	CDBG	\$276,323.92
FY11 Expenditures		

STEP PREP empowered disadvantaged youth to complete high school and earn post-secondary degrees and certifications. To accomplish this, the organization combined an array of resources including college scholarships, incentives, staff coaches, career mentors, career and college readiness instruction, service learning, and financial literacy training. Funds supported the RISE Foundation's ability to provide these services to (125) participants.

*Northeast Resource Center*

FY11 Expenditure	CDBG	\$32,175.84
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The Douglas Bungalow Crump CDC was funded using CDBG dollars to support the delivery of programs and services to low to moderate income individuals from the Northeast Resource Center, which is located in North Memphis. This location is the primary offices of Douglass Bungalow Crump CDC and Hyde Park CDC. The programs delivered from the center included various public service programs such as affordable housing programs and community education programs; financial literacy training, and homebuyer's counseling. The North Memphis resource center also serves as the meeting place for such community organizations as the Midtown North Community Collaborative, Top Ladies of Distinction (teen development program), tenant and Douglass and Hyde Park CDC board meetings. This expenditure represents a final payment made on a prior year invoice, but over the contract period, 725 residents from zip codes 38107, 38108, 38127, 38128 (all low and moderate income) were assisted.

*Memphis Fair Housing Center (MFHC)*

FY11 Expenditure:	CDBG	\$170,747.78
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Memphis Area Legal Services (MALS) operates the Fair Housing Center which provides fair housing education, investigation, and enforcement activities to

residents in the City of Memphis. In FY11, MALS MFHC provided 532 clients with fair housing advice and proceeded with enforcement action on 85 cases. MFHC also trained 85 fair housing testers and made 17 public presentations.

*Property Maintenance*

FY11 Expenditure: CDBG \$364,015.00

HCD used these funds to cut grass, weeds, and other maintenance items on 300 HCD-owned vacant lots which are being held for future redevelopment.

*Memphis Food Bank – Prepared and Perishable Food Recovery*

FY11 Expenditure: CDBG \$61,761.73

The Food Bank provided food products for delivery to non-profit agencies who provide to persons needing food. The program collected a total of 5,875,606 pounds of frozen meat, bread, and produce that was delivered to participating agencies.

*Personal and Career Development*

FY11 Expenditure: CDBG \$42,564.85

This program addresses the needs of students through a structured after-school program and an academic summer camp. The program provides enrichment activities in reading, math, writing, and study skills. It also teaches conflict resolution, drug abuse prevention, leadership skills, healthy diet and exercise, and promotes school retention, career exploration, and drop-out prevention. 76 clients were assisted in FY2011.

*Emmanuel Center*

FY11 Expenditures CDBG \$3,573.75

The Emmanuel Center Outreach, Inc. 501(c)3 is housed at the Emmanuel Episcopal Center (EEC), which serves the youth and adults of Cleaborn and Foote Homes public housing communities located in South Memphis. The area that is served by EEC is for zip code 38126 87.8% of the children in the service area are the products of single parent homes where the median household income is \$10,734. Emmanuel Center Outreach has created an After School Program and Summer Youth Camp that will help improve the educational levels of youth through an emphasis on educational enrichment and scholarship opportunities. During the program, youth ages (5-14) participate in a twice weekly "Operation Fit Kids" (health and fitness); Math Club; Science Club; Computer Class; and Reading and Writing classes. High School aged participants will meet twice weekly during the school year to participate in career development, tutoring, and various games at the Emmanuel Episcopal Center. This expenditure represents a final payment made during the reporting period.

*Bank Lending Study*

FY11 Expenditures	CDBG	\$48,770.00
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The Community Development Council of Greater Memphis conducted a study that examined the lending patterns of area banks in Memphis and Shelby County. Findings from the study were presented to HCD staff, the general public, and area banks.

*Community Development Program Delivery*

FY11 Expenditures:	CDBG	\$1,809,166.76
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The Division of Housing and Community Development used CDBG funds in the implementation of the non-housing community development activities described in this report. Staff and overhead costs associated with departments that are directly involved in carrying out CDBG eligible design and faith based and community development are representative of these expenditures.

*Kids in Technology*

FY11 Expenditures	CDBG	\$4,586.86
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The Kids in Technology program provided hands on job readiness and career opportunities to high school juniors and seniors who attend the parenting program at Pyramid Academy and the architecture program and Southwest Career & Technology Center. During FY2010, the program provided 36 hours of hands on computer classes to 14 students. This expenditure represents a final payment.

*Girls, Inc.*

FY10 Expenditure:	CDBG	\$44,287.51
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Girls Inc., used funds to provide a comprehensive peer-led program that reduces the barriers between girls and their parents. Teen interns were hired to assist with the program planning and the delivery of group sessions. The program also hired two additional staff members, a coordinator and program director. Girls Inc. projected 336 participants.

## **Administration, Planning and Program Delivery Expenditures**

### Administration

#### *CDBG Administration*

FY11 Expenditures

CDBG \$1,170,081.69

CDBG program administration funds were expended for the costs and carrying charges related to the execution of community development activities assisted in whole or in part with CDBG funds. A more detailed definition of eligible program administration costs can be found in the Federal CDBG Regulations at 24 CFR 570.206.

Administrative expenditures also supported the administration of community development activities funded by the City of Memphis, State of Tennessee, and other Federal funds, received by HCD. The following expenditures reflect those administrative activities undertaken by HCD during FY11.

#### *HOME Administration*

FY11 Expenditures:

HOME \$375,670.39

HOME regulations permit the City to use ten percent (10%) of the annual HOME allocation for HCD staff who are responsible for HOME program administration. Only those HCD Departments who administered HOME funded-activities utilized the allocated HOME administrative funds.

#### *HOPWA Administration*

FY11 Expenditures:

HOPWA \$101,614.00

HOPWA program administration funds were used to pay for grantee costs associated with the administration of HOPWA projects.

#### *ESG Administration*

FY11 Expenditures:

ESG \$17,052.00

ESG program administration funds were used to pay for costs associated with the administration of ESG projects.

## **Planning and other Program Administration Activities**

#### *Community Alliance for the Homeless*

FY11 Expenditure:

CDBG \$149,275.39

The Community Alliance for the Homeless trained staff from 43 agencies to use HMIS, prepared and updated the Homeless Needs Assessment and Gaps Analysis, coordinated and facilitated the Continuum of Care application, and



helped in the coordination of two point in time counts and a shelter count of homeless persons.

Greater Memphis Interagency Coalition for the Homeless  
FY11 Expenditure: CDBG \$8,363.04

GMICH provided agencies with information to better serve the homeless community. This payment represents a payment from a prior year that was drawn in FY2011.

*Internship Program*  
FY11 Expenditures: CDBG \$117,677.74

This program provided internships opportunities to 27 college students who are interested in housing and community development and allowed them to learn first-hand about neighborhood development in Memphis. Students from the University of Memphis, Rhodes College and LeMoyne-Owen College participated in this program and were involved in a variety of community based projects.

Alliance for Nonprofit Excellence  
FY11 Expenditures CDBG \$65,897.57

The Alliance for Nonprofit Excellence provided assistance to nine entities consisting of local nonprofits and government agencies; aiding in the preparation of six grant applications for Federal programs. The Alliance also researched additional grant opportunities benefiting low and moderate income persons. Two new grants written by the Alliance were awarded totaling \$542,772. Two grant applications are pending totaling approximately \$7 million. Funding supported the Grants Center's costs to provide the aforementioned services.

Plan and Mat Development  
FY11 Expenditures CDBG \$18,111.29

In FY2011, funds were used to complete an analysis of the potential increment that would be generated from increased property taxes in an expanded area in the Foote and Cleaborn Homes neighborhood, which could be used to fund public infrastructure improvements throughout the district. Funds were also used by LRK, Inc. to prepare a materials related to critical neighborhood projects to illustrate where they are located.

Neighborhood Plans  
FY11 Expenditures CDBG \$66,750.00

In FY11, funds were used to support the development of a master plan in the Austin Peay Corridor of the Raleigh community, development of a plan for the Fairgrounds and Midtown proposed community redevelopment area,

predevelopment activities for an ArtSpace project to identify locations for affordable missed-use live-work space projects for creative individuals and their families, and for coordination of activities related to carry out recommendations of the Greater Memphis Neighborhoods Plan.

*Fair Housing Impediments Study*

FY11 Expenditure

CDBG

\$14,533.00

Funds were used toward the development of an update to the City of Memphis Analysis of Impediments to Fair Housing.

### **Assessment of Three-Year Goals and Objectives**

All activities undertaken in FY 2011 address the goals and objectives that are presented in the 2011-2013 Three-Year Strategic Plan. Accomplishments are summarized in the following tables for the priority areas of Housing, Homeless, Special Needs Populations, Neighborhood, Community and Economic Development. Reference is made to those activities described as high priorities.

### **Assessment of Three Year Housing Activities**

<b>OBJECTIVE I:</b> To provide funding that assists the development and production of affordable rental housing for very-low and low income residents				
<b>3 Year Objective -</b>	<b>2011 Year Actual</b>	<b>2012 Year Actual</b>	<b>2013 Year Actual</b>	<b>3 Year Actual</b>
<u>Programs</u>				
Provide Tenant Based Rental Assistance to seniors and Persons having special needs.	<b>135</b>			
Support multi-family housing projects and programs that Provide assistance to low and very-low income renters with large families	<b>293*</b>			
Provide funding to Community Housing Development Organizations for rental housing projects	<b>13</b>			
<b>TOTALS</b>	<b>441</b>			

\*Bearwater Park, Lucca Street, Ruby Oaks, April Woods West, Saints Court and Orange Mound Single Family

<b>Housing Objective II-A:</b> To fund and further develop programs that provide accessibility up-grades or modifications to existing housing (owner-occupied and rental housing)				
<b>Housing Objective II-B</b> To seek passage of local requirements that will increase the minimum number of accessible housing units in publicly-assisted housing developments				
<b>3 Year Objective -</b>	<b>2011 Year Actual</b>	<b>2012 Year Actual</b>	<b>2013 Year Actual</b>	<b>3 Year Actual</b>
<u>Programs</u>				
Develop accessibility modification program				
Increase percentage				

<b>HOUSING OBJECTIVE III: TO PROVIDE ASSISTANCE TO HOMEOWNERS THAT PRESERVES AND PREVENTS THE LOSS OF THEIR PROPERTIES</b>				
<b>3 Year Objective -</b>	<b>2011 Year Actual</b>	<b>2012 Year Actual</b>	<b>2013 Year Actual</b>	<b>3 Year Actual</b>
<u>Programs</u>				
Provide housing rehabilitation assistance to low and moderate income homeowners	<b>38</b>			
Provide minor home repair to seniors and persons having disabilities	<b>161</b>			
<b>TOTALS</b>	<b>199</b>			

<b>HOUSING OBJECTIVE IV: TO PROVIDE FUNDING THAT WILL HELP INCREASE HOUSING CHOICES</b>				
<b>3 Year Objective -</b>	<b>2011 Year Actual</b>	<b>2012 Year Actual</b>	<b>2013 Year Actual</b>	<b>3 Year Actual</b>
<u>Programs</u>				
Provide down payment assistance to new homeowners	<b>22</b>			
Provide homeownership and credit counseling to new and existing homeowners	<b>477</b>			
Collaborate with lenders and non-profits to develop home improvement and loan programs as alternative to predatory lending				
<b>TOTALS</b>				

FY 2011 represents first year of the Three Year 2011-2013 strategy for the City of Memphis. The City of Memphis expects to meet and exceed these objectives in each of the five objectives identified for housing.

The City's DPA program continues in its efforts to assist low income first-time homebuyers to purchase their first homes using HOME and City of Memphis funds. The demand for entry-level housing in Memphis combined with the increase in credit problems experienced by low-moderate income households, is

still impacting the market of first-time homebuyers in the City during. The City of Memphis has increased its support and funding to credit and homeownership counseling programs and the Memphis Housing Resource Center assisted 477 households in FY2011.

The Targeted Multi-Family and Single Family programs are designed to increase the supply of rental and owner-occupied housing in Memphis. In FY2011, HOME and CDBG funds were expended for eight activities: Trinity Park (construction of 32 units for home ownership in partnership with Habitat for Humanity), Lucca Street (new construction of 30 single family rental units), Bearwater Creek Redevelopment (new construction of 10 single family rental units), Ruby Oaks (new construction of 60 multi family rental units), NHO/Orange Mound Single Family Rental (new construction of 8 units of single family rental), Saints Court (rehabilitation of 128 multi family rental units), and April Woods West (new construction of 57 multi family rental units). These efforts are a continuation of the City's objective of targeting rental and owner-occupied housing development in specific areas of the City.

The City's efforts to preserve and prevent losses to existing housing continued to be successful during FY11. The rehabilitation of 38 units was completed by the HARP Major Rehab program while 24 units were completed by the Volunteer Home Repair program; 137 units by the Minor Home Repair program; and 10 units by CHDOs.

In conclusion, Memphis objectives for the preservation of existing housing, increasing rental housing opportunities, assisting homeownership, increasing new construction in targeted areas was well met.

### **ASSESSMENT OF HOMELESS ACTIVITIES 3 YEAR HOMELESS ASSESSMENT TABLES**

In FY 2011, the Division of HCD received competitive grant proposals for the use of several funding sources to serve the homeless population. These include CDBG funded Community Service Grants, Emergency Shelter Grants, which are sources of funds that may be targeted to subsidize homeless activities, as well as HOME-funded tenant based rental assistance and HOME-match for construction of supportive housing for the homeless. All ESG funds were awarded to maintain existing emergency shelters / transitional housing or services that already existed. The competitive process used to fund most of the activities that serve the homeless does not guarantee that applications for projects from service providers and housing developers will address the established Con Plan objectives. The following tables illustrate the assessment of the homeless goals and objectives for FY 2011, the first year of the three-year 2011–2013 strategy.

<b>Objective 1</b>	<b>Actual FY2011</b>	<b>Actual FY2012</b>	<b>Actual FY2013</b>	<b>TOTALS</b>
Support the development of permanent supportive housing for chronically homeless individuals	10			
Plan to fully utilize permanent supportive housing for chronically homeless individuals				

Objective 1 addresses the need to develop permanent supportive housing for chronically homeless individuals. In FY2011, Door of Hope used HOME funds to rehabilitate a 10 unit single occupancy facility for chronically homeless individuals. Friends for Life is in the process of developing another ten units for chronically homeless persons affected by HIV/AIDS.

<b>Objective 2</b>	<b>Actual FY2011</b>	<b>Actual FY2012</b>	<b>Actual FY2013</b>	<b>TOTALS</b>
Develop permanent supportive housing for homeless individuals and for women without children who are mentally ill	0			
Develop transitional housing units for homeless individuals and for women without children who are mentally ill	0			

Objective 2 recognizes the need to develop a range of supporting housing options for homeless mentally ill women without children. While there were no housing units developed in FY11, Lowenstein House provided a vocational skills training program for 15 clients with a mental illness.

<b>Objective 3</b>	<b>Actual FY2008</b>	<b>Actual FY2009</b>	<b>Actual FY2010</b>	<b>TOTAL</b>
Provide funding for workers who are trained to assist homeless persons, including the mentally ill, to receive Supplemental Security Income (SSI)	74			

Objective 3 addresses the need to provide funding for workers who are trained to assist homeless persons, including the mentally ill, to receive Supplemental Security Income. In FY2011, Door of Hope provided housing and supplemental services to 73 persons, including providing assistance with SSI/SSDI and VA benefits.

<b>Objective 4</b>	<b>Actual FY2011</b>	<b>Actual FY2012</b>	<b>Actual FY2013</b>	<b>TOTAL</b>
Use Emergency Shelter Grant to assist organizations to provide essential services, rehabilitate facilities, prevent homelessness and operate/maintain facilities to homeless persons/families who are substance abusers	497			
Use Community Development Block Grant funds to provide services to homeless persons/families who are substance abusers	133			
<b>TOTALS</b>	630			

Objective 4 addresses the need to develop incentives and funding that will help transitional housing programs that have underutilized space to develop programs that assist homeless substance abusers and to develop incentives and funding that will encourage the use of existing and development of new transitional housing and emergency shelters that will serve households where the primary caregiver has a substance abuse issue. In FY11, Alpha Omega, Synergy Treatment Centers, Case Management, Inc., CAAP, and Genesis House used ESG funds to provide services to clients affected by substance abuse. Door of Hope used CDBG funds to provide supportive services to 133 clients, many of whom are substance abusers.

In summary, HCD provided funding for 22 programs serving the homeless. This included 19 ESG-funded contracts that served 3324 homeless adults and children; 3 CDBG funded programs that assisted 670 homeless adults and children. CDBG funds were used toward the rehabilitation of 85 units of transitional housing, and HOME funds were used to develop ten units of housing and chronically ill homeless persons.

#### **ASSESSMENT OF NON-HOMELESS SPECIAL NEEDS ACTIVITIES - 3 YEAR SPECIAL NEEDS ASSESSMENT TABLES**

<b>Objective I:</b> To make funding available that will assist the development of permanent supportive housing for Special Needs sub-populations				
	<b>Actual FY2011</b>	<b>Actual FY2012</b>	<b>Actual FY2013</b>	<b>Actual 3-Year</b>
Provide funding that will help to develop new permanent supportive housing for income eligible Special Needs sub-populations	14			

The Permanent Supportive Housing objective seeks to make funding available that will assist the development of permanent supportive housing for Special needs subpopulations. FY11 funds were expended on two projects that began in prior years: Housing Options, Inc. to develop 4 units of permanent supportive housing for the developmentally disabled and Tennessee Mental Health Consumers Association to develop 10 units for people with a mental illness (the facility opened in FY2011).

<b>Objective II:</b> To continue to give preference to funding requests that propose to provide supportive services to Special Needs sub-populations				
	<b>Actual FY2011</b>	<b>Actual FY2012</b>	<b>Actual FY2013</b>	<b>Actual 3-Year</b>
Fund supportive service programs that will assist income eligible Special Needs sub-populations	1900			

The Supportive Services objective focuses on giving preference to funding requests that propose to provide supportive services to special needs subpopulations. HCD provided funding for homemaker services for the elderly through MIFA and Helpcare Homemaker, advocacy services through CASA, for victims of domestic violence through the Exchange Club, services related to families affected by HIV/AIDS through Hope House, case management for persons with a mental illness through Lowenstein House, services for people with a visual impairment through Meritan, and a senior companion program through MIFA. Additionally, the HOPWA program provided supportive services that benefited a total of 861 persons.

<b>Objective III:</b> To make funding available that will respond to the increase demand for tenant-based rental assistance for income eligible persons within the Special Needs sub-populations				
	<b>Actual FY2011</b>	<b>Actual FY2012</b>	<b>Actual FY2013</b>	<b>Actual 3-Year</b>
Increase the number of income eligible persons within the Special Needs sub-populations to receive tenant-based rental assistance	135			

The objective of Tenant Based Rental Assistance is to provide funding that will respond to the increased demand for tenant based rental assistance for income eligible persons within the special needs population. Much success was achieved with this objective. For FY 2011, HCD provided funds to seven (7) agencies that provided tenant based rental assistance to 135 families including mentally ill women and children, or persons otherwise in a special needs category.



<b>Objective IV:</b> To continue to give preference to funding requests that propose to develop new or rehabilitate public facilities which provide supportive services to income eligible Special Needs sub-populations				
	<b>Actual FY2011</b>	<b>Actual FY2012</b>	<b>Actual FY2013</b>	<b>Actual 3-Year</b>
Fund improvements to public facilities that will assist income eligible Special Needs sub-populations	0			

The Public Facilities Objective seeks to give preference to funding requests that propose to develop new or rehabilitate public facilities that provide supportive services to income eligible special needs populations. No funding was provided for this category during FY2010.

The greater part of the City's accomplishments have been achieved in the special needs categories byway of supportive services. The use of HOPWA funds has provided steady and needed assistance to a growing AID/HIV population. Over the past year, 1428 individuals received short-term utility payment, emergency housing, tenant-based rental assistance from the HOPWA program. Use of HOME funds for tenant-based rental assistance supports the needs of very-low income persons with special needs to maintain affordable and decent rental housing.

### **Non-housing Community Development 3 Year Non-housing Community Development Assessment Tables**

Memphis' non-housing community development needs are addressed by program activities that are grouped under the categories of neighborhood, community and economic development. In FY11, these activities included public facility and services that benefited low/moderate income persons (with specific emphasis on the youth, the elderly, and the unskilled). Assisting with the creation of public facilities is also another objective that is met through the construction of neighborhood facilities and buildings that house service organizations which provide community and public services to low and moderate income persons. Defining non-housing community development needs continue to be a challenge for HCD, however future neighborhood planning efforts will entail performance measures and indicators based upon non-housing community development objectives/goals. Below are tables that describe FY 2011 outcomes.

<b>Objective I:</b> To prepare neighborhood and area plans and to redevelop targeted areas and neighborhoods				
	<b>Actual FY2011</b>	<b>Actual FY2012</b>	<b>Actual FY2013</b>	<b>Actual 3-Year</b>
Start redevelopment of targeted area	1			
Support neighborhood revitalization projects	1			
Develop neighborhood plans	2			

In terms of supporting redevelopment and neighborhood revitalization, CDBG funds were spend on plans related to creating a redevelopment district for the Vance Avenue Neighborhood which would provide tax increment finance opportunities to funds redevelopment in the area. HCD also supports the revitalization of Foote and Cleaborn Homes in this neighborhoods and has committed CIP and FY2012 CDBG funds to the project. In FY11, a plan for the Austin Peay corridor in the Raleigh community was completed. Several others were started including the Memphis Music Magnet, the UNDC transportation plan, and a redevelopment plan for the Midtown and Fairgrounds area was underway.

<b>Objective II:</b> To give preference to grant requests from organizations and businesses that provide employment training and job opportunities that provide a living wage and to expand small business development efforts in targeted areas				
	<b>Actual FY2011</b>	<b>Actual FY2012</b>	<b>Actual FY2013</b>	<b>Actual 3-Year</b>
Provide job skills, training and employment	14			

Kids in Technology provided hands on job readiness training and career opportunities to high school juniors and seniors at Pyramid Academy. Several other education and self-sufficiency-related programs accounted for in the table below also had job training and job skills components.

<b>Objective III:</b> To give preference to grant requests from non-profit organizations that provide essential, supportive and public services to youth, elderly persons, very-low to moderate-income persons and to increase the number of neighborhood and public facilities in targeted areas.				
	<b>Actual FY2011</b>	<b>Actual FY2012</b>	<b>Actual FY2013</b>	<b>Actual 3-Year</b>
Educational Achievement	801			
Support programs that seek to enable self-sufficiency	336			
Support help-care/homemaker services for the elderly	74			

Help develop public facilities	2			
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In FY11, Mustard Seed provide opportunities for tutorials, personal and educational development, and other skills to 600 persons; RISE Foundation provided empowerment to 125 disadvantaged youth to complete high school and earn post secondary degrees or certifications through the Step Prep program; and Personal and Career Development provided a structured after-school program and an academic summer camp to 76 students. Girls, Inc. provided services aimed at reducing barriers between girls and their parents to 336 girls. Classes were led by teens employed through the program. 74 seniors were assisted through homemaker programs. Funds were expended in FY2011 toward the development of the Northeast Resource Center and Soulsville Town Center in North and South Memphis that serve the residents of these two communities.

<b>Objective IV:</b> To provide capital and financial resources to support small business development and job creation & employment training				
	<b>Actual FY2011</b>	<b>Actual FY2012</b>	<b>Actual FY2013</b>	<b>Actual 3-Year</b>
Create new jobs	14			
Retain jobs	4			

A competitive-grant application (Strategic Community Investment Fund) process is used by HCD's to meet public facility and community service needs. Most public services are funded thru the applications that are received through the SCIF. CDBG funds are used to fund these project activities although the City of Memphis provides significant General Revenue funding for economic development and other community development initiatives. In developing the Consolidated Plan, HCD considers that the primary funding source for non-housing community development is the CDBG entitlement that is limited to a 15% cap on spending for public services.

City funds are used to primarily address the economic development objectives of job creation and small business development via the services provided by the Renaissance Business Center (RBC) located at 555 Beale. During FY11, the RBC approved 11 small business loans whose value totaled over \$282,500.00 using City resources. These loans created 14 new jobs and retained 4 jobs. In addition, CDBG funds are also used to support organizations that provide employment training and job opportunities.

In summary, Memphis made significant progress in FY 2011 alone. During this period, funding was provided in the form of a float loan to the Memphis Pyramid Redevelopment project that will create over 1000 jobs and funding for several initiatives that provided public services for almost 2,600 low income youth and adults.

## **ACTIONS TO AFFIRMATIVELY FURTHER FAIR HOUSING**

In FY11, HCD continued to plan and implement activities to affirmatively further fair housing and to implement recommendations identified in the 2006 Analysis of Impediments to Fair Housing in Memphis, Tennessee.

HCD continued its agreement with Memphis Area Legal Services to operate the Memphis Fair Housing Center, which is located at 109 North Main Street. The contract called for outreach, education, investigation and enforcement activities. FY11 funds helped to pay for operating costs of the Center, including a portion of staff salaries. HCD also provided \$29,500 to Memphis Community Development Council to continue updates of their lending studies to determine trends by banks, savings and loans, credit unions, mortgage companies and finance companies that do business in Shelby County.

For FY 2011, HCD allocated \$289,500 in CDBG funds for activities that affirmatively furthered fair housing in Memphis. This includes three contracts:

- 1) The Memphis Area Legal Services (MALS) contract helps operate the Memphis Fair Housing Center (\$190,000), and
- 2) A second MALS contract funds the acceptance and investigation of complaints related to the Memphis Fair Housing Ordinance (\$70,000), and
- 3) The Memphis Community Development Council (formerly MACRO) contract allows update of their bank lending study (\$29,500).

On April 28, 2011, HCD partnered with the Fair Housing Alliance of Greater Memphis, the local HUD office, Memphis Consumer Credit, Shelby County Government and other local organizations to present the 11<sup>th</sup> Annual Fair Housing Conference. The conference will hold sessions related to understanding the credit card accountability responsibility and disclosure act, the Dodd-Frank Act, the State of Tennessee's Hardest Hit fund to address foreclosures, and HUD Section 3 CDBG/Fair Housing/Fair Lending.

In 2006, HCD and Shelby County Housing Department entered into a contract with the University of Memphis to develop an up-dated Analysis of Impediments to Fair Housing Study for Memphis and Shelby County, Tennessee. The City's portion of the contract was \$15,794. By the end of the reporting period, a draft of the study was being reviewed by HCD and the County but had not been finalized. The City Administration is convening a Fair Housing Task Force to review the study, consider the findings and recommendation and to propose "Actions that Address Impediments to Fair Housing in the City of Memphis"

The following recommendations are found in the 2007 Impediments to Fair Housing Study.

- Research and Planning. There are large gaps in data and information about both fair housing opportunity and need for affordable housing for low and moderate income households. The census data is now out of date and real time data sets from building permits (public and private construction/demolition) are not available.
- Organization. The response to fair housing issues is fragmented. Although a strong network of fair housing agencies exists, there is no single source clearinghouse to guide and coordinate responses.
- Legislation. The predatory lending law passed by the Tennessee General Assembly does not address all of the unfair practices within the sub-prime lending market, and Shelby County does not have a Fair Housing Law to complement the law in Memphis.
- Education. The new Memphis Housing Counseling Network can be a key organization to provide education for first time homebuyers, but there needs to be a coordinated effort between the Fair Housing Alliance of Greater Memphis and the Fair Housing Center to educate the general population about predatory lenders and discrimination in the rental and sale of housing units.
- Housing Production. The production of housing by public agencies is divided into ownership and rental subsidy programs. Because of the national objective of increasing ownership, both State and local community development agencies have emphasized ownership assistance in part to stabilize neighborhoods and in part to increase household wealth. The amount of low-income rental housing will be to be increased to satisfy public housing and Section 8 waiting lists without concentrating poverty households in high density, isolated areas.

In October of 2009, Mayor A C Wharton convened a task force was to oversee and update the Analysis of Impediments to Fair Housing Study for Memphis and Shelby County, Tennessee. To ensure an inclusionary process, this task force will consists of fair housing organizations, local government, advocacy groups, and business leaders. The goal of this group was to develop actions plans or strategies to overcome the impediments identified in the 2006 study and to examine other impediments that were not identified in the original study and develop action plans to overcome those as well.

The task force formed three sub-committees to address the major impediments identified. These three sub-committees were: Regulations of Housing; Discrimination in Housing; and Housing Affordability, Accessibility and Development. During the course of several meetings throughout the year, each sub-committee developed list of potential impediments to fair housing choices and submitted them to the task force. In consultation with Fair Housing Task Force members and HCD staff, it was determined it was better to develop and a

new Analysis of Impediments to Fair Housing Choice (A/I) and Action Plans. In August 2010 a Request for Proposal (RFP) was issued to solicit bids from local and national consultants to develop the City of Memphis new A/I and Fair Housing Action Plan which will incorporate the work of the Fair Housing Task Force. The consultant that was selected, the Metropolitan Milwaukee Fair Housing Council, began work on the new AI in January of 2011.

## AFFORDABLE HOUSING NARRATIVE

In FY11, HCD used CDBG, HOME and City funds to implement the following affordable housing program objectives:

1. provide assistance to first-time homebuyers;
2. increase the supply of available and adequate rental units suitable for the elderly, families with children and those that meet the need of disabled persons;
3. provide direct and indirect assistance to low/moderate income homeowners whose homes require major repair rehabilitation as part of the effort to preserve existing housing; and,
4. assist the production of new housing for low/moderate income families.

Evaluation of the progress made in meeting the objectives of these initiatives includes a report of the numbers of persons assisted in each income category and the housing types assisted during the report period. All of the programs implemented by HCD are described in detail in the program accomplishment section for housing and are further evaluated in Part III of this document.

The first affordable housing objective is to provide assistance to first-time homebuyers. The following table depicts progress made in accomplishing this objective.

### FIRST-TIME HOMEBUYER ASSISTANCE

	2011 Objective	ACTUAL FY 2011			
Program		<30 %	31-50%	51-80%	TOTAL
Downpayment Assistance (DPA Program)	25	1	12	5	18
<b>TOTALS</b>	<b>25</b>	<b>1</b>	<b>12</b>	<b>5</b>	<b>18</b>

The number of low and moderate-income families that were assisted by the Down Payment Assistance Program (DPA) decreased from FY 2010, but came close to achieving the goal for FY2011 of 25. An additional 4 households between 80-120% MFI were provided with down payment assistance using City funds. In addition, City-funding for the Memphis Housing Resource Center

provided counseling to predominantly first-time homebuyers and assisted 477 people during FY2011.

The next affordable housing objective is to increase the supply of available and adequate rental units suitable for the elderly and families with children. The table below presents the accomplishments for FY11.

### RENTAL HOUSING

	2011 Objective	Actual Units FY 2011			
		<30 %	31-50%	51-80%	TOTAL
<b>Programs</b>					
CHDOs and non-profits	10			13	<b>13</b>
Targeted Multi-Family Housing	100	5	6	7	<b>293</b>
TBRA	50	130	5	0	<b>135</b>
<b>TOTALS</b>	<b>160</b>	<b>135</b>	<b>11</b>	<b>20</b>	<b>436</b>

CHDOs completed or started construction or rehabilitation of 13 single family rental units in FY11. These included Frayser CDC, NHO Management, and New Chicago CDC.

The City's Multi-Family program helps to complete the rehabilitation of 128 units of affordable rental housing in partnership with Alco Management at Saints Court and complete construction of 125 units at Ruby Oaks, April Woods West, and the NHO Orange Mound Single Family Rental project. An additional 40 subgle family rental units are in progress at Bearwater Park and Lucca Street.

The next affordable housing objective is to provide direct and indirect assistance to rehabilitation efforts that preserve existing housing. To that end, the following table provides an analysis of rehabilitation efforts.

In FY11, the Single-family Rehabilitation Program (HARP) rehabilitated the homes of 38 homeowners. This program along with the Minor Home Repair and Volunteer Home Repair Programs assist in maintaining the existing stock of affordable, owner-occupied housing in low- and moderate neighborhoods. These programs have been very helpful in providing home improvement repairs and renovations to those unlikely to qualify for conventional, private sector, loan assistance.



## REHABILITATION & MAINTENANCE OF EXISTING HOUSING

	2011 Objective	ACTUAL FY 2011			
Programs		<30 %	31-50%	51-80%	TOTALS
Senior Citizen Minor Home Repair	125	6	21	11	161
Single-Family Rehabilitation (HARP)	58	76	63	22	38
<b>TOTALS</b>	<b>183</b>	<b>82</b>	<b>84</b>	<b>33</b>	<b>199</b>

The next affordable housing objective is to assist the production of new housing for low/moderate income families. Rental housing and single-family homes for ownership in various neighborhoods are also constructed by Community Housing Development Organizations (CHDOs) within the City. Additionally, the Affordable Single Family Housing Program partners with nonprofit and for-profit developers toward the creation of new single family units.

The following table depicts progress made in accomplishing this objective:

## NEW HOUSING PRODUCTION

	2011 Objective	ACTUAL FY 2011			
Activities (Single-family)		<30 %	31-50%	51-80%	TOTAL
CHDO's/Non profits	0			3	3
Affordable Single Family Housing*	0			32	32
<b>TOTALS</b>	<b>0</b>			<b>35</b>	<b>35</b>

HCD, as well as non-profit developers, depend upon the local housing market and the desirability of targeted neighborhoods when measuring the outcome of new housing development. Community Housing Development Organizations (CHDOs) also contributed to meeting housing needs through the construction of 3 single family homes and rehabilitation of one single family homes for homeownership or lease purchase. Additionally, during FY2011, CHDOs acquired lots and/or began rehab or construction of 5 units which are a combination of single family and rental units.

The competitive affordable single family housing program provided funding for two single family projects in FY11. McKinley Park, which is the homeownership portion of the Legends Park HOPE VI revitalization effort, includes 30 units in process. Trinity Park was completed in FY11 and consists of 32 units for homeownership.

## **CONTINUUM OF CARE NARRATIVE**

During FY2011 from July 1, 2010 through June 30, 2011, the City continued to work collaboratively to implement the community's strategy to address the needs of the homeless population by assisting programs that seek to prevent homelessness and that provide services and housing for the homeless. The City has also worked to bring new Federal resources to Memphis through HUD's SuperNOFA Continuum of Care application and the Homeless Prevention Rapid Re-Housing Program awarded under ARRA.

### **Actions Taken to Address Needs of Homeless Persons and Persons with Special Needs who are not Homeless but Require Supportive Housing**

For FY 2011, Memphis budgeted \$3,200,000 million in entitlement funds to address the needs of the homeless and persons with special needs that require supportive housing. This included Community Development Block Grant, Emergency Shelter Grant, and HOME funds. Additional funding through Shelter Plus Care was also used to address the needs of the homeless and for special needs populations. These amounts included program delivery costs.

During the program year, Emergency Shelter Grant Program (ESGP), Community Development Block Grant (CDBG), Housing Opportunities for Persons with AIDS grants (HOPWA), and HOME entitlement funds were used by the City to fund five competitive programs that address the needs of the homeless and those with special needs. Seventeen agencies utilized ESG funds during FY 2011. Ten of the seventeen project activities funded were for operations/ maintenance; ten were for essential services and one was for homeless prevention activities. CDBG funds subsidized the operations of the Community Alliance for the Homeless, which is a merger of the Greater Memphis Interagency Coalition for the Homeless and Partners for the Homeless, an advocacy agency for the homeless. The funds awarded helped pay the match for their operation of the HMIS system which has enrolled more than 29 different agencies with a total of 78 programs that housed, shelter, and/or provide services for individuals and families within the community. Additionally, Community Alliance received CDBG funds to prepare the annual *Homeless Needs Assessment and Gaps Analysis* which was used to develop the homeless strategy for the 2011-2013 Consolidated Plan Three-year Strategy. CDBG funds were also used to operate Metropolitan Inter Faith Association's Homeless Central Intake Center which assist with the Emergency Homeless Hotline which was created with Homeless Prevention Rapid Re-Housing funds.

CDBG funds also financially supported three additional programs for the homeless: Memphis Family Shelter, Metropolitan Inter Faith Association, Lowenstein House, and Door of Hope. Additionally, CDBG funds were used to pay operating costs of seven HOME Tenant Based Rental Assistance programs for homeless and special needs populations.

Community Alliance for the Homeless coordinated the annual Continuum of Care Grant application process in the fall of 2010. The application process resulted in an award over \$5.6 million for 27 applications from 15 agencies.

HOME TBRA contracts were executed with Grace House, Frayser Millington Mental Health Center, SRVS, Lowenstein House, CAAP, Case Management, Inc., and Door of Hope. Together, the contracts served over 135 households.

HOME funds were also used to match Continuum of Care and other funding sources to create new permanent supportive rental housing for homeless disabled individuals and other individuals with a disabling condition. Friends for Life is in the process of completing 10 units of rental housing for homeless persons with HIV/AIDS. Door of Hope is using HOME funds to rehabilitate their facility to provide 10 single room occupancy units to chronically homeless disabled individuals.

### **Homeless Prevention Activities**

Emergency Shelter Grant (ESG) Program and HOPWA funds were used for activities designed to prevent homelessness.

- Memphis provided Emergency Shelter Grant program funds to one agency for homeless prevention activities: Case Management, Inc.
- The City provided HOPWA funds to one agency, Friends for Life to provide short term rent, mortgage and utility (STRMU) assistance to prevent homelessness of persons with HIV/AIDS in Memphis and the surrounding counties in the EMSA. The Friends for Life contract serves the four counties in Mississippi and Crittenden County, Arkansas and the Tennessee counties.  
HOPWA funds were made available to Meritan, Inc. to help provide homemaker – caretaker services for persons with AIDS that will help them remain in their homes.
- CDBG funds were provided to the MIFA to help fund the salaries of case managers that operate a centralized call center that refers people who are homeless or at risk of becoming homeless to resources and housing.

The City's Homeless Prevention Rapid Re-Housing (HPRP) program began in October of 2009. The HPRP program consists of a 24-hour hotline for housing emergencies, a central assessment and intake center housed at MIFA, and homeless prevention/rapid re-housing programs that provide financial assistance and home-based supports. Additionally, reporting through the Homeless Management Information System will be funded. During FY2011, the hotline handled 15,520 calls, 2,420 were screened and assessed, and more than 500 people received eviction prevention or rapid re-housing assistance that prevented them from becoming homeless.

## New Federal Resources

During the reporting period, HUD approved \$5,152,663 in funding under the 2010 SuperNOFA for Shelter plus Care and the Supportive Housing Program under the Continuum of Care. Funding was awarded as follows:

Agency	Program	Type	Component	Term	Amount
AGAPE Child & Family Services, Inc.	Families in Touch	SHP	TH	1 Year	\$193,040
AGAPE Child & Family Services, Inc.	Families In Touch Bent Tree Addition	SHP	TH	1 Year	\$245,477
Alpha Omega Veterans Services, Inc.	Alpha Omega Veterans Services Permanent Supportive Housing	SHP	PH	1 Year	\$165,900
Alpha Omega Veterans Services, Inc.	Alpha Omega Veterans Services Transitional Housing & Supportive Services	SHP	TH	1 Year	\$93,424
Alpha Omega Veterans Services, Inc.	AOVS Depot Town Homes Phase I	SHP	PH	1 Year	\$106,888
Alpha Omega Veterans Services, Inc.	Depot SRO	SHP		1 Year	\$142,158
Behavioral Health Initiatives, Inc.	Phoenix Project FY2010	SHP	PH	1 Year	\$78,750
Catholic Charities, Inc.	Dozier House	SHP	TH	1 Year	\$490,963
Catholic Charities, Inc.	Genesis House	SHP	TH	1 Year	\$454,894
Catholic Charities, Inc.	Sophia's House	SHP	TH	1 Year	\$296,565
City of Memphis, Tennessee	Aloysius Commons Shelter Plus Care	S+C	PRA	1 Year	\$131,856
City of Memphis, Tennessee	Breaking the Cycle Shelter Plus Care Project	S+C	SRA	1 Year	\$196,416
City of Memphis, Tennessee	Home Plus Shelter Plus Care Project	S+C	SRA	1 Year	\$318,240
Cocaine & Alcohol Awareness Program, Inc.	Supportive Housing Program	SHP	TH	1 Year	\$168,748
	245 North Bellevue	SHP	TH	1 Year	\$158,237
Memphis Family Shelter	Memphis Family Shelter	SHP	TH	1 Year	\$197,886
Metropolitan Inter-Faith Association	MIFA Housing Opportunities - Estival Communities	SHP	TH	1 Year	\$497,674
Metropolitan Inter-Faith Association	MIFA Housing Opportunities - Satellite	SHP	TH	1 Year	\$145,621
Partners for the Homeless	HMIS Expansion Project	SHP	HMIS	1 Year	\$100,170
Partners for the Homeless	Homeless Management Information System (HMIS)	SHP	HMIS	1 Year	\$37,572
Shelby County Government	Shelby County Permanent Housing for Chronically Homeless	SHP	PH	1 Year	\$228,782
The Salvation Army, a Georgia Corporation	Renewal Place	SHP	TH	1 Year	\$385,192
Whitehaven Southwest Mental Health Center	Alice Avenue Project	SHP	PH	1 Year	\$13,537
Whitehaven Southwest Mental Health Center	Family Haven Apartments	SHP	TH	1 Year	\$87,173
	North Hill Woods Apartments	SHP		1 Year	\$217,500
<b>Total:</b>					<b>\$5,152,663</b>

Three agencies, Friends for Life, Door of Hope, and Oasis of Hope also received funding from the Federal Home Loan Bank for housing projects and Alpha Omega received a grant from the Tennessee Housing Development Agency Housing Trust Fund for a rehabilitation project for housing for veterans.

The City's Homeless Prevention Rapid Re-Housing (HPRP) program began in October of 2009. The HPRP program consists of a 24-hour hotline for housing emergencies, a central assessment and intake center housed at MIFA, and homeless prevention/rapid re-housing programs that provide financial assistance and home-based supports.

## **CDBG NARRATIVE**

### **Assessment of Relationship of CDBG Funds to Goals & Objectives**

The City of Memphis uses Community Development Block Grant (CDBG) funding in its Single-family Rehabilitation, the Volunteer Housing, and Minor Home Repair Programs to rehabilitate owner-occupied housing. These programs combine to help meet the objective of providing direct and indirect assistance that seeks to maintain the existing housing stock. Close to 95% of beneficiaries of the HARP program are elderly homeowners on limited income who are unable to maintain house that have fallen into disrepair and often is in violation of the local housing codes. The Multi-family & Rental Housing Program helps support investor development of affordable rental housing for families with children and the elderly. Neighborhood redevelopment is being supported through Housing and Community Development's partnership with the Memphis Housing Authority's (MHA) and its housing redevelopment initiatives.

CDBG is extensively used for public services that respond to the needs of the elderly, youth, unemployed, poverty-stricken persons and to help create public facilities. Likewise, the elderly, mentally ill, and abused children Special Needs sub-populations are assisted with CDBG funds.

Memphis' use of CDBG funds continues to exceed goals and objectives of providing public and supportive services to homeless individuals and women with children; low-income families; youth; special needs populations including elderly persons. During FY 2011, the City of Memphis achieved its objectives of using CDBG to provide minor and major homeowner rehabilitation; and support two multi-family projects that will produce or maintain rental housing for very-low and low-income persons and families.

### **Changes In Program Objectives**

No changes have been noted in program objectives. Amendments to the FY 2010 Annual Plan were made available to the public during the Public Hearing held on April 7, 2010. The FY 2010 CAPER summary was made available through public notice and placement at various locations on September 13, 2010.

### **Assessment of Efforts in Carrying Out Planned Actions**

HCD pursued all resources as indicated in the FY2011 action plan in the following way. HCD leveraged \$11,300,000.00 in Capital Improvement Project funds for Legends Park and Cleaborn Homes; applied for a number of competitive grant programs including two Healthy Homes programs, Choice Neighborhoods, ROSS Service Coordinators, Public Housing and Housing Choice Voucher Family Self Sufficiency, Continuum of Care, and partnered with other City departments on a TIGER 3 application and HUD Community Challenge Planning grant application. Many of these efforts were applied for and

funded during FY11 and we are waiting to here the results of others. In combination, these resources leveraged HCD's ability to meet its housing and community development goals and objectives in FY 2011.

The City of Memphis, neither through action, nor willful inaction, hinder the implementation of the Consolidated Plan. Certificates of Consistency were provided upon request in a fair and impartial manner.

### **Certifications of Consistency**

In FY 2011, HCD pursued a number of resources from HUD as indicated in the Annual Action Plan for FY 2011. These include the Continuum of Care funds, Family Self-Sufficiency Programs, Lead Hazard Reduction Demonstration, State of Tennessee LEAP Grant, Healthy Homes Demonstration, Choice Neighborhood Planning Grant, and ROSS Service Coordinators. HCD also participated in collaborative efforts to apply for new programs including the Sustainable Communities Regional Planning Grants, HUD Community Challenge Grant, and TIGER II funds.

HCD also partnered with a number of organizations in their efforts to apply for funds under the HUD 2010 SuperNOFA. The partnerships included financial and other support, such as certifications of consistency with the approved Consolidated Plan. Certifications were provided in a fair and impartial manner. When asked for a certification, HCD staff requested a brief program description that documents how the application is consistent with the Consolidated Plan. Once provided, staff obtained the Director's signature on the certification. HCD also provided organizations with information from the current Consolidated Plan so that they could include this information in their applications.

Certifications and other forms of support were provided to the following:

- Support letters and Certifications of Consistency for Federal Home Loan Bank applications for several agencies
- Certification of consistency with Consolidated Plan for various homeless services providing agencies under the Continuum of Care grant to HUD
- Certification of Consistency with Consolidated Plan for MHA for a Public Housing Family Self Sufficiency Coordinator
- Certification of Consistency with Consolidated Plan for MHA for a Housing Choice Voucher Family Self Sufficiency Coordinator/Homeownership Coordinator
- Certification of Consistency with Consolidated Plan for MHA to apply for a HUD Community Challenge Grant



## **Prior Period Adjustments**

There were no prior period adjustments for FY2011.

## **Displacement Narrative**

It is the policy of the City of Memphis Division of Housing and Community Development to make every reasonable effort to avoid the displacement of households when activities involve the acquisition, rehabilitation, or demolition of occupied real property. HCD makes its best efforts not to take any housing units of the housing inventory through a number of efforts. These include the following:

In cases where HCD is undertaking a housing development project, the City makes every effort to identify the owners of occupied housing that is the site of a CDBG-assisted project in order to avoid displacement. These efforts include title searches and making pending demolitions public. Once the owner has been identified, every measure is taken to provide them with replacement housing, temporary relocation costs, or rehabilitation.

## **Rehabilitation Activities**

The types, numbers of units, and the amount of CDBG funds expended for rehabilitation programs, and other public and private funds involved are as follows.

The HARP Single Family Rehabilitation Programs is the primary housing rehabilitation program that aims to maintain existing housing stock by providing financial assistance to eligible homeowners. In FY11, the number of units assisted through this program totaled 38. The total amount of CDBG funds expended was \$429,555.56. HOME funds totaling \$601,635.18.35 were also used to implement these two programs.

The Senior Citizens Minor Home Repair Program provided grants to elderly, disabled, and very-low income homeowners for minor and emergency repairs, and to correct serious code violations or health hazards. During the report period, 137 units were assisted through the Minor Home Repair Program, using \$1,136,012.93 in CDBG funds. No other types of funds were expended for these programs.

The Volunteer Home Program is an effort in which HCD partners with volunteers who wish to make basic home repairs for elderly, disabled, or very-low income homeowners who are unable to maintain their homes due to limited physical and financial difficulties. In FY09 this program assisted 24 homeowners, expending \$117,089.25 in CDBG funds. No other types of funds were expended for this program.

## **Neighborhood Revitalization Strategy Area – University Place Progress against Benchmarks**

University Place was designated in FY 2005 as a Neighborhood Strategy Improvement Area (NRSA). The central activity of the NRSA was the redevelopment of Lamar Terrace public housing, which included 478 units built in 1940. The site was 40% vacant due to its condition and was surrounded by environmentally contaminated industrial facilities. The Memphis Housing Authority was awarded a \$20 million HOPE VI revitalization grant to redevelop Lamar Terrace. MHA and HCD also used CDBG, BEDI, 108, and other public and private funds to acquire the vacant adjacent properties, remediate environmental contaminants, demolish blighted structures, and complete infrastructure improvements. While there is still some remediation and demolition needed, there has been much progress in the NRSA. The HOPE VI component of this project was completed in FY 2010, 118 units of senior housing, 287 units of rental housing (with an income mix of 1/3 public housing, 1/3 affordable housing, and 1/3 market rate housing), and construction of a police precinct, which will be occupied by the Memphis Police Department in April of 2012. Planning is underway for the remainder of the NRSA, including looking to identify funding through the EPA or other sources to clean up the remaining environmental issues.

## **FINANCIALS**

### **Properties Sold By HCD in FY 2011**

There were no properties sold in FY2011

### **Properties Received**

There were no properties received in FY2011

5. CDBG Program Income received by:	AMOUNT
a. Revolving Funds:	
Single-unit housing rehab revolving fund	
Multi-unit rehab revolving fund	
Float funded activities	
b. Other loan repayments by category:	
Single-unit housing rehab	65,060.13
Multi-unit housing rehab	353,685.39
CDBG/Rental Rehab	110,909.24
Downtown Multi-unit housing rehab	0.00
Economic Development loan payments	0.00
Loan Supplement Paybacks	0.00
Income received from the sale of property by parcel	0.00
Urban Renewal lease payments	69,295.06
Miscellaneous Revenue	90.00
Resale of property - Single-units	0.00
Resale of property - Multi-units	0.00
Property Rental	0.00
Single Family New Construction	19,335.96
Section 108 M/F Loan	1,590,234.78
Down Payment Assistance P&I	67,020.54
Down Payment Assistance Service Fees	9,050.00
Down Payment Assistance Refunds	39,702.35
Late Charges	5,924.49
Deferred Payment Loans & Grants	0.00
Disposition of Federal Property	0.00
Total Program Income	2,330,307.94
6. Prior Period Adjustments:	0.00
Reimbursement made for disallowed cost : n/a	0.00
7. Total CDBG Funds available for use during this reporting period	2,330,307.94

CITY OF MEMPHIS, DIVISION OF HOUSING AND COMMUNITY DEVELOPMENT						
LOAN STATUS REPORT AS OF						
6/30/2011						
CDBG FUNDED ACTIVITIES						
CDBG SINGLE FAMILY:		BALANCE		LOAN COUNT		
LOANS:						
Owner/Investor Rehab Loans		4,724,370.57		329		
DPA Loans		1,906,157.49		776		
GRANTS/DEFERRED PAYMENT LOANS: <del>add</del>						
DPA Grants		3,423,943.97		838		
Rebuild Deferred Payment Loans		3,907,973.88		78		
Deferred Payment Loans		5,911,897.23		463		
TOTAL CDBG SINGLE FAMILY:		19,874,343.14		2,484		
CDBG MULTI-FAMILY :						
Multi-Family Rehab Loans		Tillman Cove	214,164.41			
		Dunlap Apartments	66,378.48			
		Howell Gardens	591,478.32			
		New Dawn Apts.	1,988,979.22			
		Greenlaw Apts.	97,479.42			
		Claybrook Apts.	4,038.56			
		Bermar Apts.	283,464.49			
		Appletree Apts.	169,276.91			
		Klondyke Gardens	38,641.68			
		Longview Hghts.	407,557.20			
		Longview Balloon	11,568.75			
		Oak Ridge Apts.	256,326.83			
		Autumn Park	308,614.92			
		Parkway Terrace	29,227.40			
		Cypress Garden	186,453.73			
		Wicks Ave.	34,077.94			
		Burgess Manor	66,153.91			
		Myles, T.	0.00			
		Myles, L.	26,482.40			
		Cage, L.	0.00			
		Lemon, P. & A. &M.	21,943.60			
		Crockett Apts.	211,185.16			
		Padawer Bros. Props.	57,864.81			
		Barron Court Apts.	113,467.36			
		Springcreek	2,500,000.00			
		Montgomery Plaza	1,740,000.00			
		Fowler Homes	169,637.00			
		Cleaborn Homes	440,700.00			
		Weaver Fields	154,166.40			
		Richmond	3,304,542.50			
		Springdale	500,000.00			
		Chicago Park Place	413,075.22			
		J.M. Exum Towers	77,134.00			
TOTAL CDBG MULTI FAMILY:		14,484,080.62		31		

CITY OF MEMPHIS, DIVISION OF HOUSING AND COMMUNITY DEVELOPMENT									
					6/30/2011				
<b>SECTION 108 LOANS:</b>									
			Millcreek		2,296,612.88				
			1st Parking Place		3,000,000.00				
			Peabody Place "E"		9,336,912.85				
			Court Square		8,500,000.00				
			University Place		3,996,216.03				
<b>TOTAL SECTION 108 LOANS:</b>					27,129,741.76			5	
<b>DOWNTOWN HOUSING:</b>			Commerce Title		3,000,000.00				
<b>TOTAL DOWNTOWN HOUSING:</b>					3,000,000.00			1	
<b>ECONOMIC DEVELOPMENT:</b>									
			1st Parking Place #2		700,000.00				
			Peabody Place/CDBG		2,750,000.00				
			Peabody Place/UDAG		14,950,000.00				
			Mahalia's Child Center		0.00				
			Electronic Concepts		7,700.74				
<b>TOTAL ECONOMIC DEVELOPMENT:</b>					18,407,700.74			4	
<b>TOTAL CDBG LOANS/GRANTS</b>					82,895,866.26			2,525	

**HOUSING AND COMMUNITY DEVELOPMENT  
COMMUNITY DEVELOPMENT BLOCK GRANT  
ANNUAL PERFORMANCE REPORT  
7/1/10-6/30/11**

PROJECT ID	PROJECT NAME	EXPENDED THIS PERIOD	REMAINING ENCUMBRANCE AT JUNE 30 <sup>TH</sup>	BUDGETED AMOUNT
<b>CD90001 DIRECTOR'S OFFICE PROGRAM DEL</b>				
84	FY11/PY10 PROGRAM DELIVERY	212,828.62	18,450.26	231,278.88
<b>SUB-TOTAL</b>		<b>212,828.62</b>	<b>18,450.26</b>	<b>231,278.88</b>
<b>CD90002 ACCOUNTING OFFICE PROGRAM DEL</b>				
85 55	FY10/PY09 PROGRAM DELIVERY	335,348.16		335,348.16
<b>SUB-TOTAL</b>		<b>335,348.16</b>	<b>0.00</b>	<b>335,348.16</b>
<b>CD90003 HUMAN RESOURCES PROGRAM DEL</b>				
86	FY11/PY10 PROGRAM DELIVERY	206,648.94		206,648.94
<b>SUB-TOTAL</b>		<b>206,648.94</b>	<b>0.00</b>	<b>206,648.94</b>
<b>CD90008 INFORMATION SERVICES PROGRAM DEL</b>				
87	FY11/PY10 PROGRAM DELIVERY	135,097.07		135,097.07
<b>SUB-TOTAL</b>		<b>135,097.07</b>	<b>0.00</b>	<b>135,097.07</b>
<b>CD90004 MONITORING AND COMPLIANCE PD</b>				
12	FY11/PY10 PROGRAM DELIVERY	786,658.38	45,500.00	832,158.38
98	MPHS PYRAMID REDEVELOPMENT (FLOAT)		704,430.00	704,430.00
90	PROPERTY MAINTENANCE	364,015.00		364,015.00
<b>SUB-TOTAL</b>		<b>1,150,673.38</b>	<b>749,930.00</b>	<b>1,900,603.38</b>
<b>CD90005 LEGAL</b>				
65	FY11/PY10 PROGRAM DELIVERY	410,878.16	48,361.30	459,239.46
<b>SUB-TOTAL</b>		<b>410,878.16</b>	<b>48,361.30</b>	<b>459,239.46</b>
<b>CD90009 HARP/MAJOR/MINOR REHAB PROGRAMS</b>				
44	HARDSHIP REPLCMT HSG PROG DEL	640,401.58		640,401.58
11	VOLUNTEER HOME REPAIR	117,089.25	87,607.62	204,696.87
10	MINOR HOME REPAIR	1,152,887.93	551,291.21	1,704,179.14
45 13	HARDSHIP REPLCMT HSG PROG	18,070.00		18,070.00
9	HARP MAJOR REHAB	347,847.32	100,000.00	447,847.32
<b>SUB-TOTAL</b>		<b>2,276,296.08</b>	<b>738,898.83</b>	<b>3,015,194.91</b>
<b>CD90011 FAITH BASED INITIATIVES</b>				
107	EMMANUEL CENTER	3,573.75		3,573.75
5	LEMOYNE OWEN TOWNE CENTER	151,581.75	98,418.25	250,000.00
				0.00
46	DOUGLASS, BUNGALOW, CRUMP CDC	44,006.82	2,434.50	46,441.32
34 8	CD/FAITH BASED PROG. DELIVERY	71,575.95		71,575.95
<b>SUB-TOTAL</b>		<b>270,738.27</b>	<b>100,852.75</b>	<b>371,591.02</b>



**CD90014 REAL ESTATE DEVELOPMENT**

39	UNIVERSITY PLACE INFRAST			0.00
39	UNIVERSITY PLACE/LAMAR TER ACQ			0.00
39	UNIVERSITY PLACE PHAS I PUB IMPV			0.00
12	CHICAGO PARK PLACE LEASE			0.00
45	RIVER VIEW/KANSAS TEXAS COURT ACQ			0.00
43	FY11/PY10 REAL ESTATE DEV PD	322,130.49		322,130.49
45	TEXAS COURT ACQ/RIVERVIEW KANSAS CDC	139,850.55		139,850.55
7	CHICAGO PARK PLACE LP	50,040.00		50,040.00
45	MIFA MULTI-FAMILY HSG REHAB	64,846.82	243,877.90	308,724.72
45	EXCHANGE BLDG GUARANTY/108	46,707.14	120,000.00	166,707.14
<b>SUB-TOTAL</b>		<b>623,575.00</b>	<b>363,877.90</b>	<b>987,452.90</b>

**CD90016 DESIGN**

66	FY11/PY10 PROGRAM DELIVERY	49,745.73		49,745.73
<b>SUB-TOTAL</b>		<b>49,745.73</b>	<b>0.00</b>	<b>49,745.73</b>

**CD90019 FINANCE**

	FY11/PY10 FINANCE PD	370,618.62		370,618.62
<b>SUB-TOTAL</b>		<b>370,618.62</b>	<b>0.00</b>	<b>370,618.62</b>

**CD90021 SPECIAL NEEDS/HOMELESS**

	PERSONAL & CAREER	42,564.85		42,564.85
48	BROOKHAVEN CARE HOME/PROMOTE COMMUNITY			0.00
41	FY11/PY10 COMM.SVC PD	324,722.72		324,722.72
28	EDUCATION AND ENRICHMENT	12,938.40		12,938.40
76	COURT APPOINTED SPECIAL ADVOCATES	53,178.66	1,535.73	54,714.39
25	DOOR OF HOPE	43,936.77		43,936.77
53	FAIR HOUSING ENFORCEMENT	65,376.98		65,376.98
52	GRACE HOUSE OF MEMPHIS			0.00
26	WELLNESS UNIVERSITY	47,877.70		47,877.70
72	GIRLS, INC./ HEALTH AND WEALTH PGM	44,287.51		44,287.51
47 96	GMICFTH	8,363.04		8,363.04
27	HELP CARE - TITLE XX PROGRAM MATCH	177,791.30	35,211.73	213,003.03
64	HELPCARE HOMEMAKER SERVICES	50,376.28		50,376.28
19	HOPE HOUSE STRENGTHN FFF	42,568.16		42,568.16
68	COMM SVC/SPEC NEED PUBLIC FAC PD	210,869.17		210,869.17
20	KID'S IN TECHNOLOGY			0.00
70 115	LOWENSTIEN HOUSE	43,657.71	402.61	44,060.32
13	MACRO-BANK LENDING STUDY	48,770.00		48,770.00
3 40	MEMPHIS AREA LEGAL FAIR HOUSING CTR	130,995.74		130,995.74
3	MEMPHIS AREA LEGAL SVC	39,752.04	7,622.98	47,375.02
74	MEMPHIS CHILD ADVOCACY CENTER	59,575.97	3,267.90	62,843.87
14	MEMPHIS FOOD BANK	61,761.73	19,392.55	81,154.28
28	MEMPHIS FAMILY SHELTER EEP			0.00
6	MEMPHIS URBAN LEAGUE WORKFORCE			0.00
30	MERITAN (SENIOR SERVICES)	55,222.35		55,222.35
57	MIFA			0.00
48	COMMUNITY ALLIANCE FOR THE HOMLESS	149,275.39		149,275.39
	RISE FOUNDATION/STEP PREP			0.00
29	SENIOR COMPANION PROGRAM	38,010.47		38,010.47
59	SALVATION ARMY HRC	178,925.14		178,925.14
64	SHARED COST HOMEMAKER PROGRAM			0.00
1 32	SHELBY RESIDENTIAL AND VOC SVC/AFTER SCHOOL TUTORING	25,707.95		25,707.95

62	ALPHA OMEGA VET SVCS			0.00
33	SYNERGY TREATMENT CENTER			0.00
73	THE EXCHANGE CLUB/ADOLECENT DOM VIO			
		51,999.55		51,999.55
7 32	TBRA CASE MANAGEMENT	193,470.83		193,470.83
80	MEMPHIS CTR FOR INDPT LIVING	59,106.43	13,208.76	72,315.19
94	TN COMM SVC AGENCY/HPRR	40,918.86		40,918.86
109	FAIR HOUSING IMPEDIMENT STUDY	14,533.00		14,533.00
<b>SUB-TOTAL</b>		<b>2,316,534.70</b>	<b>80,642.26</b>	<b>2,397,176.96</b>
<b>CD90028 PORTFOLIO MANAGEMENT</b>				
16	SECTION 108/MILLCREEK			0.00
16	SECTION 108/COURT SQUARE			0.00
69	FY011/PY10 PORTFOLIO PROG. DEL	251,578.49		251,578.49
<b>SUB-TOTAL</b>		<b>251,578.49</b>	<b>0.00</b>	<b>251,578.49</b>
<b>CD90030 PLANNING AND GRANTS</b>				
62	ALLIANCE FOR NONPROFIT EXCELLENCE	65,897.57	4,066.53	69,964.10
23 31	INTERN CONTRACTS	117,677.74	13,344.32	131,022.06
78	CITYWIDE STRATEGIC PLAN			0.00
67	UNITED WAY OF THE MID-SOUTH	25,000.00		25,000.00
31	FY11/PY10 PLAN/GRTS PROG. DEL	220,261.07	72,075.00	292,336.07
56	NEIGHBORHOOD PLANS	66,750.00		66,750.00
42	FARMER'S MARKET			0.00
89	STEP PREP PROGRAM	276,323.92		276,323.92
63	PLAN & MAT DEVEIOPEMNT	36,600.00		36,600.00
82	NEIGHBORHOOD NETWORK	6,960.00		6,960.00
<b>SUB-TOTAL</b>		<b>815,470.30</b>	<b>89,485.85</b>	<b>904,956.15</b>
<b>CD90039 CENTRAL OFFICE PROGRAM DEL</b>				
88	FY11/PY10 PROGRAM DELIVERY	184,612.05		184,612.05
<b>SUB-TOTAL</b>		<b>184,612.05</b>	<b>0.00</b>	<b>184,612.05</b>
<b>CD90000 GENERAL ADMINISTRATION</b>				
29	FY11/PY10 GEN. ADMIN COSTS	1,101,193.69		1,101,193.69
<b>SUB-TOTAL</b>		<b>1,101,193.69</b>	<b>0.00</b>	<b>1,101,193.69</b>
<b>GRAND TOTALS</b>		<b>10,711,837.26</b>	<b>2,390,499.15</b>	<b>13,102,336.41</b>

## **HOME NARRATIVE**

In FY11, HOME expenditures totaled \$5,769,570.65. HOME funds were utilized in four different priority categories: Housing, Homeless, Special Needs, and Administration. HOME funds subsidized the Tenant Based Rental Assistance (TBRA) Program operated by seven agencies during the reporting period. These agencies provided housing for special needs populations. The seven organizations include Door of Hope, Case Management Inc., Cocaine Alcohol Awareness program (CAAP), Lowenstein House, Grace House, SRVS, and Frayser-Millington MHC, that administered Tenant Based Rental Assistance to persons with physical disabilities, substance abuse problems, and mental illness. Services were provided to a total of 135 individuals. Together, the contracts used \$301,281.14 in HOME funds. Memphis' priorities of meeting the housing needs of the special needs population is being helped through the use of HOME funds for tenant-based rental assistance.

HOME FUNDED ACTIVITIES							
<b>HOME SINGLE FAMILY:</b>							
<b>LOANS:</b>							
Owner Rehab			57,837.31		6		
<b>GRANTS/DEFERRED PAYMENT LOANS: ***</b>							
Reconstruction			4,196,321.61		110		
Deferred Payment/HOME			11,840,935.57		540		
<b>TOTAL HOME SINGLE FAMILY:</b>			<b>16,095,094.49</b>		<b>656</b>		
<b>HOME MULTI-FAMILY :</b>							
<b>Multi-Family Rehab</b>							
	National Church Residences		497,500.00				
	Harmony Woods		1,035,000.00				
	Parkway Commons		2,171,888.57				
	Oasis/Danny Thomas		137,631.50				
	Oasis/Wellington		240,682.16				
<b>TOTAL HOME MULTI FAMILY LOANS:</b>			<b>4,082,702.23</b>		<b>5</b>		
<b>TOTAL HOME LOANS/GRANTS</b>			<b>20,177,796.72</b>		<b>661</b>		
*** CDBG and HOME Grants and Deferred Payment Loans are "Conditional Payback Loans"							
The Grants and Deferred Payment Loans are all secured by a Deed of Trust.							
If the property is sold or refinanced prior to the expiration of the affordability period, the pro rata share of the debt must be paid back. Program income is collected on each of these two categories annually.							
The Principal Balance and Loan Count of these two categories are listed to account for the total funds outstanding and are not meant to represent totally collectible items.							

### HOME Program Income:

Home Fund Report 07/01/10 - 06/30/11						
	DESCRIPTION	FUND	PROJECT #	AWARD #	TYPE	AMOUNT
DPH	HOME/SINGLE			12518	P & I	1,869.00
217	FAMILY & DPL					
	SUB-TOTAL HOME			12459		1,869.00

**HOUSING AND COMMUNITY DEVELOPMENT**  
**HOME PROGRAM**  
**ANNUAL PERFORMANCE REPORT**  
**7/01/10 - 6/30/11**

PROJECT		EXPENDED THIS	REMAINING	BUDGETED
ID	PROJECT NAME	PERIOD	ENCUMBRANCE	AMOUNT
			AT JUNE 30 <sup>TH</sup>	
HOME PROGRAM '00				
	COMM HSG DEV ORG			0.00
	SUB-TOTAL	0.00	0.00	0.00
HOME PROGRAM '01				
				0.00
	SUB-TOTAL	0.00	0.00	0.00
HOME PROGRAM '03				
54	BHI-PHOENIX/ CofC	5,607.61		5,607.61
	SUB-TOTAL	5,607.61	0.00	5,607.61
HOME PROGRAM 04				
4	TBRA - MIFA	16,054.71		16,054.71
81	MULTI FAMILY HSG DEV/APRWOODSW	203,113.52		203,113.52
	SUB-TOTAL	219,168.23	0.00	219,168.23
CD90048	HOME PROGRAM 05			
4	TBRA - SRVS	23,599.00		23,599.00
34	THE WORKS CDC PROJ	45.00		45.00
34	LEMOYNE OWEN CDC	27,800.28		27,800.28
34	NEVETS CDC PROJ	10,889.38		10,889.38
103	MULTI FAMILY HSG DEV/MCKINLEY PARK	146,100.76		146,100.76
	SUB-TOTAL	208,434.42	0.00	208,434.42
HOME PROGRAM 10				
4	TBRA-CAAP	62,899.64		62,899.64
9	HARP SINGLE FAMILY REHAB	448,641.68		448,641.68
15	DPA	89,146.00		89,146.00
34	FRAYSER CDC	19,999.21	192,514.81	212,514.02
35	LEMOYNE OWEN COLLEGE CDC ADMIN	11,613.08	222,256.00	233,869.08
34	ORANGE MOUND CDC PROJECT	3,907.00	42,850.60	46,757.60
35	ORANGE MOUND CDC ADMIN	20,122.00		20,122.00
35	NEW CHICAGO CDC ADMIN	18,669.26	274,924.98	293,594.24
35	RIVERVIEW/KANSAS ADMIN	25,213.55	321,810.12	347,023.67
37	HOME ADMIN	474,552.00		474,552.00
52	FRIENDS FOR LIFE/ CofC	190,000.00		190,000.00
	SUB-TOTAL	1,364,763.42	1,054,356.51	2,419,119.93

<b>12257</b>	<b>HOME PROGRAM 06</b>		
60	ALPHA OMEGA HOME MATCH CC		0.00
60	HOUSING OPTIONS INC	12,657.00	12,657.00
60	FRAYSER MILLINGTON NS CC		0.00
81	MULTI FAMILY/ LUCCA STREET	26,985.00	26,985.00
81	MULTI FAMILY HSG DEV/MCKINLEY PARK		0.00
19	NEW CHICAGO ADMIN		0.00
85	HELPING CDC		0.00
85	NHO MANAGEMENT PROJECT		0.00
		<b>SUB-TOTAL</b>	<b>39,642.00</b>
			<b>0.00</b>
			<b>39,642.00</b>
<b>12301</b>	<b>HOME PROGRAM 07</b>		
9	HARP SINGLE FAMILY REHAB		0.00
4	TBRA - CAAP CASE MANAGEMENT	49,217.54	49,217.54
4	TBRA - CASE MANAGEMENT TBTA	54,566.00	54,566.00
54	HOME MATCH/ ALPHA OMEGA		0.00
35	COOPER YOUNG ADMIN		0.00
34	COOPER YOUNG PROJECT		0.00
34	THE WORKS CDC PROJ	5,400.00	5,400.00
35	THE WORKS CDC ADMIN	451.92	451.92
52	SERENITY RECOVERY CTRS		0.00
35	DOUGLASS, BUNGALOW, CRUMP ADMIN		0.00
34	DOUGLASS, BUNGALOW, CRUMP CDC		0.00
35	FRAYSER CDC ADMIN		0.00
34	FRAYSER CDC PROJECT		0.00
81	MULTI FAMILY/ ALCO.PERSHING PARK		0.00
81	TARGETED MULTI/SF HSG		0.00
35	NEW CHICAGO CDC ADMIN		0.00
34	NEW CHICAGO CDC PROJECT	20,700.00	20,700.00
35	NORTH MEMPHIS CDC ADMIN		0.00
34	NORTH MEMPHIS CDC PROJECT		0.00
35	NHO MANAGEMENT ADMIN	30,000.00	30,000.00
34	NHO MANAGEMENT PROJECT	168,233.99	168,233.99
35	RIVERVIEW/KANSAS CDC ADMIN		0.00
45	MULTI FAMILY/ APRIL WOODSILRUBYOA	749,973.00	749,973.00
		<b>SUB-TOTAL</b>	<b>1,078,542.45</b>
			<b>0.00</b>
			<b>1,078,542.45</b>
<b>12341</b>	<b>HOME PROGRAM 08</b>		
15	DPA		0.00
45	MULTI FAMILY/BEARWATER CREEK	270,026.00	270,026.00
45	MULTI FAMILY/HABITAT FOR HUMANITY	371,796.82	371,796.82
9	HARP REHAB PROGRAM	2,000.00	2,000.00
34	FRAYSER CDC	76,633.75	76,633.75
35	FRAYSER CDC ADMIN	18,399.97	18,399.97
7	FRAYSER MILLINTON MHC	45,451.00	45,451.00
	TN MENTAL HEALTH CA		0.00
35	NHOM ADMIN	13,395.18	13,395.18
4	TBRA - DOOR OF HOPE	27,993.78	27,993.78
4	TBRA - LOWENSTEIN HOUSE	31,561.00	31,561.00
35	THE WORKS ADMIN	738.76	738.76
34	NEW CHICAGO CDC		0.00
35	NHOM PROJECT	125,197.77	125,197.77
37	HOME ADMINISTRATION COSTS		0.00
		<b>SUB-TOTAL</b>	<b>983,194.03</b>
			<b>0.00</b>
			<b>983,194.03</b>
<b>12389</b>	<b>HOME PROGRAM 09</b>		
15	AMERICAN HOME DREAM (DPA)	27,537.00	27,537.00
9 44	HARP SINGLE FAMILY REHAB	154,464.50	154,464.50

34	DOUGLASS CDC PROJ	35,000.00		35,000.00
34	FRAYSER CDC	500.00		500.00
35	DOUGLASS ADMIN			0.00
52	TN MENTAL HEALTH CONSUM ASSOC	27,218.57		27,218.57
4	DOOR OF HOPE	210,600.00		210,600.00
4	TBRA - GRACE HOUSE	22,146.11		22,146.11
4	TBRA - FRAYSER MILLINGTON MHC	130,692.00		130,692.00
35	NHO MANAGEMENT ADMIN	11,105.20		11,105.20
34	LEMOYNE OWEN CDC		112,351.52	112,351.52
35	LEMOYNE OWEN CDC ADMIN	7,744.00		7,744.00
34	NHO MANAGEMENT			0.00
45	MULTI FAMILY/OASIS OF HOPE	750,000.00		750,000.00
45	MULTI FAMILY/NHO MANAGMT/SF DEV	67,129.30		67,129.30
34	NORTH MEMPHIS CDC	38,627.96		38,627.96
35	NORTH MEMPHIS CDC ADM	11,783.46		11,783.46
37	HOME ADMINISTRATION COSTS	375,670.39		375,670.39
<b>SUB-TOTAL</b>		<b>1,870,218.49</b>	<b>112,351.52</b>	<b>1,982,570.01</b>
<b>GRAND TOTALS</b>		<b>5,769,570.65</b>	<b>1,166,708.03</b>	<b>6,936,278.68</b>

NOTE: ITEMS COMMITTED/OR EXPENSED IN ORACLE BUT NOT DRAWN IN IDIS

## **FY11 HOPWA NARRATIVE**

During the period from July 1, 2010 through June 30, 2011, the City of Memphis, acting through five (5) project sponsors administered HOPWA-funded projects that expended over 2.1 million dollars. The project sponsors were Case Management, Inc., Friends For Life Corporation, Hope House Day Care, Urban Family Ministries, and Meritan, Inc. They provided a range of housing and supportive services to residents of eight counties in the Memphis EMSA, which includes Fayette, Shelby and Tipton counties, in Tennessee; DeSoto, Marshall, Tate and Tunica counties in Mississippi; and Crittenden County, Arkansas. Approximately 61% of the funds were expended on housing subsidy and housing placement assistance/housing information and 31% on supportive services. 407 households received housing / housing placement assistance while 1,016 benefited from HOPWA-funded supportive services. All housing assistance was accompanied with case management and preparation of a housing plan.

All project sponsors and programs funded in FY 2011 were selected competitively.

All project sponsors are headquartered in Memphis, the urban center of the EMSA that includes eight counties in three states. Eligible project sponsors in the outlying counties are few and no applications for HOPWA funding have been received from them in the past several years. Memphis agencies with significant administrative capability and capacity provide housing and case management services to these areas.

The agencies have provided the following information about services provided and barriers encountered in the provision of services.

### **Case Management, Inc. – Housing Operations and Supportive Services**

Case Management operated Peabody House, a 12-bed short-term supportive housing facility that provided shelter and supportive services in the form of alcohol and drug and mental health depression sessions. Housing was provided to 55 homeless persons infected with HIV/AIDS for up to 120 days until residents transitioned into permanent housing. Peabody House served residents from throughout Memphis's Eligible Metropolitan Statistical Area. Residential Technicians provided 24-hour, seven days a week support. Other core services includes three nutritious meals and snacks daily as well as access to laundry, personal hygiene products. Other support services included medication monitoring, assistance with scheduling medical appointments, referrals, and emergency transportation, etc. All 55 residents participated in the alcohol and drug and mental health sessions.

Case Management, Inc.'s Peabody House identified the following service delivery barriers:



1. Supportive services – There is a lack of affordable literacy programs and there is a need for life skills coaching and parenting skills. Out of care residents have a challenge to find or be approved for insurance for physical or mental problems.
2. Housing affordability – There is a lack of employment availability to provide generated income for residents to obtain housing. Assistance programs often run out of funds to service those in need. Past due utility assistance is needed for assistance with housing.
3. Multiple Diagnoses – Residents diagnosed with mental health, physical issues, substance abuse and HIV/AIDS simultaneously have difficulty coping with life challenges. With diabetes being a high risk for persons with HIV/AIDS, this is a common factor of residents dealing with multiple diagnoses.
4. Credit History – Poor credit due to past life style decisions and activities. Persons have difficulty repairing credit histories without income.
5. Housing Availability – There is not enough permanent housing available for Peabody House residents to transition into. In addition, homes are not passing inspection, which delays the assistance process.
6. Eligibility – Background checks make eligibility impossible.
7. Rental History – Many Peabody House residents have poor past rental activity.
8. Technical Assistance – There is no affordable training available to the resident. There are no funds to take the GED test.
9. Criminal Justice – Most homeless individuals have a criminal background due to the choices and environments in which they have lived in.

### **Friends For Life – Housing Operations and Supportive Services Contract**

Friends For Life operates a sixteen (16) unit Shelter Plus Care (S + C) assisted permanent housing facility at 35 Claybrook. Each household pays 30 percent of his or her income for rent and the HUD S + C funds pay the balance of the rent. HOPWA funds were used for housing repairs, housing operations staffing, and operations of the permanent housing facility. Friends for Life served 20 unduplicated households during the reporting period.

Supportive services was the form of the Wellness University, a HIV education and adherence program which has grown to include daily living skills, literacy and GED classes, economic and financial empowerment training, and referral to vocational training. Friends For Life served 539 unduplicated participants without housing assistance and the 20 participants of the S + C assisted permanent housing facility.

Friends For Life reported no service delivery barriers with regard to this program.

## **Friends For Life – Short-Term Rent, Mortgage and Utility Assistance**

Friends For Life provided STRMU assistance to 249 households in Shelby, Fayette, and Tipton Counties in Tennessee; DeSoto, Tate, Tunica, and Marshall Counties in Mississippi; and Crittenden County, Arkansas. Case Managers worked to reduce the risks of homelessness among participants in the program. They assessed participant's strengths and weaknesses, helped tenants set goals, identify and locate resources necessary for individuals to be able to maintain housing. Case Managers worked closely with agencies in Mississippi, Arkansas, and Tennessee informing them about the program, accepting referrals and collaborating with regard to obtaining additional resources for the participants in the program.

Friends For Life noted the following barriers to service delivery:

1. Housing affordability - consumers within the Eligible Metropolitan Statistical Area have limited income and resources. The majority of households that receive STRMU have fixed incomes of Social Security or Aid to Families with Dependent Children. Limited income makes it extremely difficult for households to afford fair market rent. Households therefore need to continually return for STRMU assistance.
2. Housing availability – The Section 8 Public Housing Program in Tennessee, Mississippi, and Arkansas has been closed for accepting applications for a number of years. As a result, there is no alternative affordable housing for persons who would benefit from subsidized housing.
3. HOPWA/HUD – Some applicants for assistance resided outside the targeted geographical area, persons living with HIV/AIDS not getting letter for reasonable accommodation, no income and duplication of HUD subsidies.

## **Friends For Life Corporation - TBRA**

Friends For Life's Tenant Based Rental Assistance program provides up to 55 rent-subsidized housing vouchers in Shelby, Fayette, Tipton counties in Tennessee, Crittenden County in Arkansas and Desoto, Tunica, Tate and Marshall Counties in Mississippi. Intensive case management and other supportive services are provided to TBRA residents of the agency.

The TBRA program is a homeless prevention program and provides assistance in order to prevent individuals from becoming homeless.

Many persons are at risk of becoming homeless because of 1. Having to pay more than 30% of their income for rent. 2. Lacking adequate income or 3. Having inadequate living skills such as budgeting, housekeeping, etc. to be able to maintain housing.

Friends for Life listed the following barriers to service delivery:

- A. Housing Availability - Difficulty in locating qualifying one bedroom units in Arkansas and Mississippi. Most units in those two states are two and three bedrooms which rent less than a one and two bedroom in Tennessee.
- B. Credit History - Participants have been denied housing from landlords due to delinquent bills, especially delinquent utility bills.
- C. Criminal Justice History - Participants are denied housing due to background checks. Many landlords screen and rule out candidates based upon background checks. The population served by this TBRA program usually has some activity on their criminal background checks. The program coordinator and case managers have had to be creative and work closely with landlords in the community to develop relationships and a willingness among landlords to rent/lease to clients with credit and or criminal justice histories that are less than satisfactory.
- D. Housing availability - Limited housing stock available in rural areas.
- E. Housing Affordability - Insufficient income to afford fair market rents

### **Hope House Day Care - TBRA**

Hope House provides day care and social services to children and families infected and affected by HIV/AIDS. The social service programs we provide are parenting classes, play therapy for children, individual counseling, GED classes, life skills classes, HIV/AIDS education, support groups, emergency financial assistance, advocacy, and referrals. The housing program we provide is Tenant Based Rental Assistance. Rebecca Bump, MSSW, is the primary contact for this project.

During this program year our goal is to find suitable housing for our families, continue to provide supportive services to the families already in our TBRA program, and successfully transition families into affording their own housing, when possible. This program year we served 13 households, with three households transitioning into private housing with 10 households continuing receiving housing and supportive services into the next grant year.

Hope House Day Care listed the following barriers to service delivery:

- A. Other – The state in which our economy is currently in has been a barrier for many uneducated, or under educated clients. We offer GED mentoring, referrals, life skills training, and case management meetings to assist in employment. In addition, the high costs of utilities or outstanding

MLGW bills continues to be a major barrier. We offer tips to lower the costs of utilities, the TBRA utilities stipend, and even referred them to assistance programs in the community upon assessment and throughout the program.

- B. Discrimination/Confidentiality, Housing Affordability, Housing Availability - Finding safe, affordable housing and established landlords who will work with the clients in a positive and respectful manner continues to be a barrier. Developing an open line of communication, while maintaining confidentiality, and offering support for the landlords who accept the program can be difficult at times but assists all parties in the transitional stages. We have had at least three properties fail inspections, and at least three potential landlords decided not to participate in the program. The program manager and clients have called multiple potential landlords and explained how the program worked before finding someone willing to accept the voucher. Even though many clients are able to access health care their health is a major barrier to obtain a stable source of income because at times they are not able to work. Stigma, fear, and discrimination towards individuals who are HIV positive are major issues that all of our clients face on a daily basis, there is a need for more educational and awareness programs for our community and nationwide.

### **Urban Family Ministries (UFM) – TBRA**

UFM has successfully provided HOPWA TBRA services for two female-headed single families with children, two single female program participants, and four single male program participants for a total of eight households. The program helped to improve the living conditions of these families and single individuals by providing assistance and/or access to such services as Employment Skills, Basic Education, Vocational Rehabilitation, Transportation, Spiritual Support, Family/Individual Human Services, Social Security Administration Services, Mental Health, Alcohol & Drug Counseling/Treatment Services, Parenting Skills, Life Skills, Nutritional Support, Domestic Violence Support, Time Management & Budgeting Skills, Housing Assistance, Individual, Family, or Marriage Counseling, HIV/AIDS Testing & Education, and Recidivism Prevention.

There were two program participants to pass away, two terminated, and all have maintained their program compliance with constant encouragement and follow up from the program's Intensive Case Manager and Housing Specialist.

Urban Family Ministries did not have any barriers.

## **Meritan, Inc.**

Meritan, Inc. provided in-home supportive services to thirty-five (38) Memphis and Shelby County residents living with HIV/AIDS. The in-home supportive services included: assistance with personal care and grooming; assistance with daily household chores; assistance in obtaining appropriate medical care; giving assistance and instruction to individual or caregivers in taking or giving medications; and help with other simple healthcare routines. Meritan, Inc. employed two (2) F/T home care specialist, and one (1) P/T home care specialist to provide the above services. The home care specialists were supervised by a case manager who develops for each client a comprehensive service plan.

Meritan, Inc. reported the following as a service barrier:

Supportive Services - Funding is a barrier to this program and more dollars are needed to provide supportive services for the clients affected with HIV/AIDS. During the year individuals were placed on a waiting list due to funding. There was a reduction in staff and client hours were adjusted due to the limited funding.

According to the Department of Health and Human Services, HIV/AIDS reports the following statistics for the Memphis and Shelby County community:

- Approximately 6,000 individuals in the county are living with HIV/AIDS
- HIV/AIDS disproportionately impacts the young: more than 55% of cases of HIV/AIDS are under age 44.
- HIV/AIDS disproportionately impacts African Americans: 83% of HIV/AIDS cases are among African Americans, although African Americans make up only 55 % of the county's population.
- Among women diagnosed with HIV/AIDS, 92 % are African American; among men diagnosed with HIV/AIDS, 87% are African American.

The report further stated that increased resources and services for access to care more community-based and supportive programs are needed for persons living with HIV/AIDS.

Additional funding would support increased in-home supportive services as well as allow Meritan to serve up to 50 HIV/AIDS clients.

### 1.HOPWA Performance Planned Goal and Actual Outputs

	<b>HOPWA Performance Planned Goal and Actual</b>	<b>Output Households</b>				<b>Funding</b>	
		<b>HOPWA Assistance</b>		<b>Non-HOPWA</b>			
		<b>a.</b>	<b>b.</b>	<b>c.</b>	<b>d.</b>	<b>e.</b>	<b>f.</b>
		<b>Goal</b>	<b>Actual</b>	<b>Goal</b>	<b>Actual</b>	<b>HOPWA Budget</b>	<b>HOPWA Actual</b>
	<b>Housing Subsidy Assistance</b>	<b>Output Households</b>					
1.	Tenant-Based Rental Assistance	79	72			\$445,366	\$335,424
2a.	Households in permanent housing facilities that receive operating subsidies/leased units	22	20			\$245,931	\$231,997
2b.	Households in transitional/short-term housing facilities that receive operating subsidies/leased units	65	55			\$220,100	\$199,579
3a.	Households in permanent housing facilities developed with capital funds and placed in service during the program year	0	0			0	0
3b.	Households in transitional/short-term housing facilities developed with capital funds and placed in service during the program year	0	0			0	0
4.	Short-Term Rent, Mortgage and Utility Assistance	155	249			\$309,006	\$288,370
5.	Adjustments for duplication (subtract)	0	0				
6.	<b>Total Housing Subsidy Assistance</b>	321	396			\$1220403	\$1055370
	<b>Housing Development (Construction and Stewardship of facility based housing)</b>	<b>Output Units</b>					
7.	Facility-based units being developed with capital funding but not opened (show units of housing planned)	0	0			0	0
8.	Stewardship Units subject to 3 or 10 year use agreements	0	0				
9	<b>Total Housing Developed</b>	0	0			0	0
	<b>Supportive Services</b>	<b>Output Households</b>					
10a.	Supportive Services provided by project sponsors also delivering HOPWA housing assistance	321	396			\$311,534	\$298,451
10b.	Supportive Services provided by project sponsors serving households who have other housing arrangements	445	620			\$248,353	\$265,763
11.	Adjustment for duplication (subtract)	0	0				
12.	<b>Total Supportive Services</b>	766	1,016			\$559,887	\$564,214
	<b>Housing Placement Assistance Activities</b>						
13.	Housing Information Services	8	8			\$8,628	\$8,628
14.	Permanent Housing Placement Services	4	3			\$38,175	\$38,175
15.	Adjustment for duplication	0	0			0	0
16.	<b>Total Housing Placement Assistance</b>	12	11			\$46,803	\$46,803
	<b>Grant Administration and Other Activities</b>						
17.	Resource Identification to establish, coordinate and develop housing assistance resources					0	0
18.	Technical Assistance (if approved in grant agreement)					0	0
19.	Grantee Administration (maximum 3% of total HOPWA grant)					\$51,036	\$51,306
20.	Project Sponsor Administration (maximum 7% of portion of HOPWA grant awarded)					\$113,173	\$101,414
	<b>Total Expenditures for program year (Sum of rows 6, 9, 12, 16, and 20)</b>	1,099	1,423			\$1991301	\$1818836

**HOUSING & COMMUNITY DEVELOPMENT  
HOUSING OPPORTUNITIES FOR PERSONS WITH AIDS  
ANNUAL PERFORMANCE REPORT  
7/1/10-6/30/11**

PROJECT ID	PROJECT NAME	REMAINING		BUDGETED
		EXPENDED THIS PERIOD	ENCUMBRANCE AT JUNE 30 <sup>TH</sup>	
<b>CD90021</b>	<b>HOPWA</b>			
18	HOPE HOUSE TBRA	76,362.10		76,362.10
18	HOPE HOUSE TBRA (SS)	94,544.09		94,544.09
18	HOPE HOUSE (AD)	11,963.47		11,963.47
18	FRIENDS FOR LIFE (STRMU)	295,490.54		295,490.54
18	FRIENDS FOR LIFE (SS)	329,204.13		329,204.13
18	FAMILY SERVICES (AD)			0.00
18	FAMILY SERVICE (STRMU)			0.00
18	FAMILY SERVICE (SS)			0.00
18	FAMILY SERVICES (HP)			0.00
18	FRIENDS FOR LIFE (HP)			0.00
18	FRIENDS FOR LIFE (HO)	470,171.24		470,171.24
18	CASE MANAGEMENT (HO)	250,120.47		250,120.47
18	CASE MANAGEMENT (SS)	12,530.00		12,530.00
18	CASE MANAGEMENT (AD)	18,585.53		18,585.53
18	MERITAN (SS)	47,852.62		47,852.62
18	MERITAN HOPWA	125,282.92		125,282.92
18	URBAN STREET MIN (HO)			0.00
18	URBAN STREET MIN TBRA			0.00
18	URBAN FAMILY MINISTRIES TBRA	96,597.50		96,597.50
18	URBAN FAMILY MINISTRIES (AD)	9,612.00		9,612.00
18	URBAN FAMILY MINISTRIES (HO)	42,729.67		42,729.67
18	WHITEHAVEN SWMHC (AD)			0.00
18	WHITEHAVEN SWMHC (HO)			0.00
18	WHITEHAVEN SWMHC (SS)			0.00
18	FRIENDS FOR LIFE (OP)			0.00
18	FRIENDS FOR LIFE (AD)	70,658.48		70,658.48
18	FRIENDS FOR LIFE TBRA	224,378.74		224,378.74
18	FRIENDS FOR LIFE (HP)	1,625.00		1,625.00
38	HOPWA PROGRAM ADMINISTRATION	101,614.00		101,614.00
<b>TOTALS</b>		<b>2,279,322.50</b>	<b>0.00</b>	<b>2,279,322.50</b>

## Emergency Shelter Grant (ESG) Program Narrative

Memphis continues to improve its ability to serve the homeless with ESG funding through addressing the needs identified in the Homeless Needs Assessment and the Consolidated Plan. While working with the recipients of ESG funds to improve their ability to better serve the homeless, the City has also ensured that needs identified in the Homeless Needs Assessment become a part of the criteria used to select projects for funding.

The extent to which ESG funds directly addressed homeless and homeless prevention is best reflected in the number of people served and the number referred to transitional and permanent housing. During the reporting period, over \$374,321.76 in ESG funds from FY 09 and FY10 and FY11 were expended to serve over 3,324 individuals. This included homeless persons who received shelter and services through emergency and transitional housing programs.

A summary of the ESG expenditures by funded activity for the FY10 and FY11 ESG Programs is shown below. Also, information pertaining to the ESG **caps is documented**. The ESG caps for essential services, homeless prevention, operations/staffing and administration were not exceeded for corresponding program years and are also shown in the table on the next page.

ESG Activity & Cap	ESG 2010 Caps	ESG 2010 Expended	ESG 2011 Caps	ESG 2011 Expended
Entitlement Amount	\$ 365,955.00	NA	\$357,054.00	NA
Essential Services 30%	\$ 107,086.50	\$10,963.23	\$107,116.20	\$84,061.80
Homeless Prevention 30%	\$ 107,086.50	\$ 9,374.54	\$107,116.20	\$28,448.48
Operations/Staffing 10 %	\$ 35,695.50	0.00	\$35,705.40	0.00
Administration 5%	\$ 17,947.15	\$17,947.15	\$17,852.70	\$17,852.70
Rehabilitation	N/A		N/A	
Operations & Maintenance	N/A	\$59,787.92	N/A	\$178,660.68
<b>Total</b>	N/A	<b>\$98,072.84</b>	N/A	<b>\$309,023.66</b>

A summary of the sources and amounts of ESG Program matching funds is found below for FY 2010 and FY 2011 Entitlements.

\*Also there were some final payments from FY 2009 that were drawn down in the amount of **\$3,025.11**. The amount represents \$2,585.09 in Operations Maintenance and \$440.02 in Essential Services.



**FY 2010**

Agency	Matching Source	Match Required	Match Provided
Alpha Omega Vet. Svs.	Private Funds	15,345.10	15,345.10
CAAP, Inc.	Other Federal	1,505.24	1,505.24
Case Management, Inc.	Other Federal grants	9,374.54	9,374.54
Catholic Charities, Inc.	Other Federal grants / local grants / private donations	8,000.33	8,000.33
Door of Hope	Local Grants / Private Donations	2,171.72	2,171.72
Karat Place, Inc.	In Kind	791.18	791.18
Memphis Family Shelter	Private Donations	8,823.77	8,823.77
SHIELD, Inc.	Other Federal Funds	1,618.38	1,618.38
The Salvation Army	In Kind Donations	30,000.00	30,000.00
Synergy Treatment Center	Rent	2,495.43	2,495.43

**FY 2011**

Agency	Matching Source	Match Required	Match Provided
Alpha Omega Vet. Services	Other Federal Funds / Fees / Private Donations	35,000.00	449,454.00
Agape	Other Federal / Private Donations	8,717.69	295,474.00
Barron Heights	Fees / Other Federal Funds	7,752.32	77,369.00
CAAP, Inc.	Other Federal	17,818.32	170,231.00
Case Management, Inc.	Other Federal grants	28,448.48	350,000.00
Catholic Charities, Inc.	Other Federal grants / local grants / private donations	14,826.01	601,476.00
Door of Hope	In Kind Donations	11,966.22	15,000.00
Hospitality HUB	Private Donations / Volunteer Hours	9,925.55	146,571.84
Karat Place, Inc.	In Kind Donations	21,810.51	23,000.00
Lowenstein House, Inc.	Other Federal Funds / Private Donations	11,000.00	22,000.00
Memphis Family Shelter	Private Donations	23,307.12	78,901.00
Memphis Interfaith Hospitality Network	In Kind Donations	10,000.00	15,000.00

Metropolitan Inter Faith Assoc.	Federal Funds / Private Donations / Local Gov't	28,494.06	1,145,461.00
The Salvation Army	In Kind Donations	28,844.02	35,094.05
SHIELD, Inc.	Other Federal Funds	19,153.29	23,400.00
Synergy Treatment Center	Other Funds	4,166.70	5,000.00
YWCA of Greater Memphis	Other Federal Funds	9,940.67	485,256.00

**HOUSING & COMMUNITY DEVELOPMENT  
EMERGENCY SHELTER GRANT  
ANNUAL PERFORMANCE REPORT  
7/1/10-6/30/11**

PROJECT		EXPENDED	REMAINING	BUDGETED
ID	PROJECT NAME	THIS PERIOD	ENCUMBRANCE AT JUNE 30 <sup>TH</sup>	AMOUNT
<b>ESG</b>				
17	TRANSISTIONAL HSG SHEL (ES)	8,823.77		8,823.77
20	AGAPE CFS (ES)	8,717.69		8,717.69
75	SALVATION ARMY	28,713.45		28,713.45
51	SHIELD, INC Family Shelter	23,356.76		23,356.76
<b>SUB-TOTAL</b>		<b>69,611.67</b>	<b>0.00</b>	<b>69,611.67</b>
<b>CD90021 ESG</b>				
91	KARAT PLACE (OPERATION & MAINTENANCE)	15,435.00		15,435.00
38	ESG ADMINISTRATION	35,699.75		35,699.75
77	BARRON HEIGHTS CDC	7,752.32		7,752.32
39	CAAP	19,323.56		19,323.56
6	YWCA OF GREATER MPHS (O&M)	9,940.67		9,940.67
22	DOOR OF HOPE (ESSENTIAL SERVICES)	14,137.94		14,137.94
23	LOWENSTEIN HOUSE (ES)	11,000.00		11,000.00
57	MIFA (O&M)	28,494.06		28,494.06
33	SYNERGY TREATMENT CTR (O&M)	6,662.13		6,662.13
55	CASE MANAGEMENT (HOMELESS PREVENTION)	9,374.54		9,374.54
36	HOUSING CASE MANAGEMENT (ES)	28,448.48		28,448.48
17	MEMPHIS FAMILY SHELTER (OPERATION & MAINT)	23,307.12		23,307.12
1 61	MEMPHIS INTERFAITH HOSPITALITY NETWORK (ESSENTIAL SERVICES)	10,000.00		10,000.00
58	HOSPITALITY HUB (ES)	3,330.00		3,330.00
61	HOSPITALITY HUB (O&M)	6,595.55		6,595.55
50	GENISIS HOUSE ES	22,826.34		22,826.34
79	ALPHA OMEGA (O&M)	50,345.10		50,345.10
89	SYNERGY TREATMENT CTR (ES)	1,701.44		1,701.44
2 60	SALVATION ARMY (OPERATION & MAINT)	48,749.97		48,749.97
95	KARAT PLACE (ES)	7,166.69		7,166.69
57	SHEILD'S FAMILY SHELTER (ES)	440.02		440.02
<b>SUB-TOTAL</b>		<b>360,730.68</b>	<b>0.00</b>	<b>360,730.68</b>
<b>GRAND TOTALS</b>		<b>430,342.35</b>	<b>0.00</b>	<b>430,342.35</b>

## **PART V. OTHER ACTIONS**

### **Actions to Address Obstacles to Meeting Underserved Needs**

One major obstacle to meeting underserved needs in Memphis is the concentration of poverty in inner-city neighborhoods. HCD targets such neighborhoods with a variety of programs in order to maximize the impact within these communities. Projects and programs include housing rehabilitation and development, social services, and neighborhood clean-up activities.

HCD funds programs and projects that range from job training and life skills for adults, to after-school programs for children. Projects that are funded through economic development are tied to job creation. HCD believes that education and job creation strategies are critical to overcome this obstacle. Projects under this category included the Personal And Career Development, Girls Inc., Step Prep, Summer Enrichment, and others identified in the non housing community development section of this document.

The lack of rental multi-family units is also an obstacle to meeting the housing need in Memphis. HCD recognizes this and awards funds for multi-family housing projects on a competitive basis. HCD continues to examine and refine its multi family housing program to meet the rental needs in the community. In FY2011, HCD had several projects underway to address this need, including Bearwater, Lucca Street, Ruby Oaks, Orange Mound single family rental, and Saints Court.

To address the costs associated with meeting the demand for permanent and transitional housing for the homeless and special needs populations the City uses both CDBG and HOME funds to address the housing and service needs of these sub-populations. HCD also expended funding for tenant based rental assistance for persons with special needs. In FY2011, HCD again allocated \$500,000 in HOME funds available through its competitive grant program for projects focusing on housing for homeless persons and those with special needs. The City also contracted with the Community Alliance for the Homeless to coordinate the planning and research of the homeless population, to gather input and information from homeless service providers, and to facilitate the Continuum of Care application process. HCD will continue its relationship with this new organization to provide more information on the needs of the homeless and those with special needs as they will collaborate with service providers in order to leverage resources and funds to better assist these underserved populations.

### **Actions to Foster and Maintain Affordable Housing**

In FY11, HCD continued to support new affordable housing construction by contracting with nonprofit and for-profit housing developers. Five projects were

completed in FY2011, which include the construction of 32 homeownership units at Trinity Park, construction of 60 multi family rental units at Ruby Oaks, 8 single family rental units in partnership with NHO Management, and construction of 57 units at April Woods West, and rehabilitation of 128 multi family rental units at Saints Court. Additionally, three projects are underway, including construction of 30 affordable single family rental units at Lucca Street, construction of ten affordable rental units in partnership with North Memphis CDC and Oasis of Hope, and the construction of 30 affordable single family homeownership units at McKinley Park. All of these are funded through the real estate development department, the minor home and major home repair programs will assist in the preservation of existing homeowner occupied units.

### **Actions to Eliminate Barriers to Affordable Housing**

Efforts to remove barriers to affordable housing include the development of the Unified Development Code (UDC), which is a comprehensive zoning ordinance change that is driven by the Memphis and Shelby County Office of Planning and Development. A major emphasis of this initiative is to create more flexibility for development and rehabilitation in inner city neighborhoods, as current zoning regulations prohibit a great deal of this due to small lot sizes and other factors. The UDC has received final approval from the land use control board and City Council. Land assembly and infrastructure are also impediments to development in the inner city, and these are also areas where HCD works with other agencies to develop solutions to these issues.

### **Actions to Overcome Gaps in Institutional Structure and Enhance Coordination**

The City of Memphis continues to search for ways to improve the delivery of services. Collaborative efforts are one of the most effective ways to maximize the benefits for the City. Throughout FY 2011, almost every project undertaken through HCD has been a collaborative effort between HCD and the public, private, or nonprofit sectors.

Since 2008, HCD partnered with the Community Development Council of Greater Memphis, comprised of local Community Development Corporations, and local foundations to create a plan called Greater Memphis Neighborhoods: A Blueprint for Revitalization aimed at creating strategies to revitalize targeted neighborhoods, identify community investment priorities, identify greater partnership opportunities to increase the amount of resources available for neighborhood redevelopment, and to suggest ways to build capacity within neighborhood organizations. In FY11, HCD continued to work with Greater Memphis Neighborhoods and the newly formed intermediary, Community L.I.F.T. to implement recommendations from the plan, including selecting neighborhoods in which to pilot initiatives.

The Community Issues Management/Information Commons is a collaborative effort between the United Way of the Mid-South, the University of Memphis InfoWorks, City of Memphis, Shelby County, and other partners. In FY11, the Information Commons was underway and is a source for comprehensive data and analysis from the neighborhood level to the metropolitan regions supported by GIS mapping and other access, display, and management tools, which has made a difference in the coordination and availability of data to the public.

The HOPE VI and redevelopment efforts in other target areas represent a partnership between the Memphis Housing Authority (MHA), the Office of Planning and Development, Engineering, Public Works, Memphis Police Department, the Community Enhancement Division, private developers, nonprofits, foundations, other City Divisions, and HCD. These projects are being implemented through public-private efforts that will create mixed-income communities of single-family homeownership and rental opportunities. Partnerships in each of the neighborhoods targeted by HCD for redevelopment continue to spur positive activities.

HCD also recognizes the ongoing partnership with the U.S. Department of Housing and Urban Development (HUD). The leadership of the Community Planning and Development field office provide valuable technical assistance and support in consolidated planning and reporting through the CAPER, responding to requests for assistance in eligibility determinations, training opportunities, and other areas. Additionally, the local HUD office is very involved in community events and initiatives in partnership with HCD and MHA.

HCD works with other City Divisions in ways that benefit Memphis communities. HCD and the Office of Planning and Development (OPD) and HCD coordinate planning efforts in the neighborhoods targeted by HCD. Not only does this respond to a critical need to rezone the entire inner city to enable affordable housing and correct inappropriate and non-conforming land uses, it seeks to redevelop and revitalize neighborhoods. OPD is in the implementation phase of the Unified Development Code that recommends appropriate re-zoning and special overlays in the inner-city. OPD also staffs the Community Redevelopment Agency, which oversees the approval of Redevelopment districts. MHA and HCD are currently working with the CRA to establish a district in the Cleaborn and Foote Homes Redevelopment Area.

The Memphis Police Division, as a key strategy to combat crime in our communities, has implemented data-driven crime reduction strategies including the Real-Time Crime Center and Blue Crush. Based on community need and data, the police have instituted bicycle patrols, monitoring opportunities, promoted business and neighborhood watch groups, and established a police ambassador program to hear from communities. Additionally, the Memphis Police Department has been involved in planning the construction of new precincts in conjunction with MHA and HCD redevelopment projects. Currently,

the Police Department has maintained projects in their five-year budgets in the University Place revitalization area and in the New Chicago community. The Crump Station precinct at University Place is expected to be completed and operating in April of 2012 and the design on Firestone Station in New Chicago is currently in the FY2013 budget.

The Public Works Division is responsible for infrastructure and improvements for the City of Memphis, including water mains, lighting, and sidewalks. HCD works with Public Works on a number of levels related to affordable housing and neighborhood development. Public Works has also coordinated closely with HCD on clean-up efforts by placing dumpsters in key areas and providing special pickups when necessary.

Memphis Light Gas and Water (MLGW) provides a special utility rebate program to provide incentives for developers of low-income housing. MLGW has an Eco-Build program, with “green” building standards in order to make housing more energy efficient. HCD encourages this for developers funded through the competitive single-family development grant program. In FY2011, MLGW continued community programs aimed at educating Memphis citizens on ways to be more energy efficient and has a number of incentives to do so. HCD and MLGW work together on a number of initiatives related to weatherization for low income homeowners.

The Memphis Park Division works with HCD to ensure that there are quality recreational facilities near the affordable housing developments initiated by HCD. Additionally, the Parks Division builds and maintains recreational equipment throughout the City.

The Memphis Area Transit Authority (MATA) works with HCD to find solutions for low-income people needing transportation to work. In FY2011, HCD participated in a number of discussions with MATA to explore partnership opportunities to increase transportation options, especially for low and moderate income citizens. MATA is currently updating its long term plan, and HCD has participated in a number of related discussions to provide input.

The Community Enhancement Division which oversees Code Enforcement, Lot Maintenance, and Memphis City Beautiful. Community Enhancement is very supportive of the revitalization efforts of HCD and MHA has addressed a number of demolition needs and code violations within these areas.

HCD also continues to work with the Alliance for Nonprofit Excellence to identify opportunities for funding and to assist in the development of grant proposals, especially for Federal programs that benefit low and moderate income citizens and communities. The major focus of this effort is to enhance communication coordination, and the quality of applications to bring new dollars and new projects to Memphis. In FY2011, HCD worked on applications for BEDI funds, Continuum

of Care, Family Self-Sufficiency, NSP II, EPA, and HOPE VI grant programs for MHA and HCD.

HCD also participated in the development of grant applications under the new Office of Sustainable Communities at HUD and the partnership between Department of Transportation, HUD, and the Environmental Protection Agency, including TIGER II implementation and Regional Planning Grants and the Sustainable Community Regional Planning Grant program. While the deadlines were after the end of the fiscal year, the coordination between regional and local agencies and nonprofits began early in calendar year 2010.

### **Actions to Improve Public Housing and Resident Initiatives**

HCD provides opportunities for public housing residents as well as implements projects that will support public housing. Using local funds, HCD provides support to the RISE Foundation for its savings and financial literacy programs aimed at providing opportunities for public housing residents to become self-sufficient. Local capital improvement program funds have been budgeted for infrastructure improvements that are part of the Cleaborn Homes HOPE VI Revitalization project, which will include 110 market rate units, 110 affordable units, 140 public housing units, and 40 project based voucher units. The project also includes parks, recreational facilities, and greenways aimed at reconnecting the community with the surrounding neighborhood.

HCD promotes both housing and public services programs for which public housing are eligible. The Down Payment Assistance program has special provisions to assist public housing residents seeking to become homeowners. Residents of public housing qualify for up to \$10,000.00 in down payment assistance funds and the SHAPE program provides opportunities for Housing Choice Voucher holders to use their vouchers toward the purchase of a home. Many of the community service grant programs offer youth from public housing to participate in a variety of programs.

In FY2011, MHA was awarded a \$250,000.00 Choice Neighborhoods Planning Grant for the Vance Avenue Neighborhood, which includes Foote Homes, the last remaining traditional public housing development in the City. HCD was a partner in the application and committed \$250,000.00 in CDBG funds toward the development of a transformation plan. HCD will continue to serve on the managing committee that will guide the development of the plan.

### **Actions to Evaluate and Reduce Lead-Based Paint Hazards**

HCD's Lead Hazard Risk Reduction Initiative (LHRRI) is a federally funded program to reduce lead-based paint hazards in single-family and multi-family rental units. This is a coordinated effort between inter-governmental agencies that include the Memphis and Shelby County Health Department, Memphis



Housing Authority, the State of Tennessee Department of Environment and Conservation, the State of Tennessee Department of Health, Middle Tennessee University, and Shelby County Department of Housing. Under the existing Lead Hazard Demonstration Program, HCD completed 109 units. Additionally, during FY2011, HCD applied for two grants under the Healthy Homes umbrella a, including \$3,500,000 in Lead Hazard Demonstration funds and \$2,000,000 in Healthy Homes funds.

Memphis Shelby County Health Department (MSCHD) provides free blood lead level screening for children under age six. During FY2011, MSCHD screened 16,499 children, with 187 children screening positive for elevated blood lead levels. Memphis/Shelby County continues to rank at one half the national averages for lead-poisoned children. MSCHD provides testing of children at day care centers, head start centers, WIC clinics and health fairs. The MSCHD Childhood Lead Poisoning Prevention Program also provides educational materials, information on nutrition and proper cleaning demonstrations to reduce lead paint dust hazards.

Memphis Housing Authority, the State of Tennessee Department of Environment and Conservation and Shelby County Department of Housing provide referrals of properties that meet the criteria to participate in the program.

HCD will be taking an active role in raising public awareness of lead-based paint hazards through the creation of a database that will be maintained by the Memphis and Shelby County Health Department. This database will track the childhood lead poisoning incidents in Shelby County. The MSCHD also provide educational materials, information on nutrition and proper cleaning demonstrations to reduce lead paint hazards.

### **Actions to Ensure Compliance with Program and Comprehensive Planning Requirements**

This section describes the monitoring standards and procedures that HCD will use to monitor CDBG, HOME, ESG and HOPWA program activities and to ensure long-term compliance with federal and other program requirements. HCD's compliance department provides project eligibility and approval, federal reviews, and long term monitoring. These three areas are coordinated with the legal, accounting, and planning departments to insure overall project collaboration and to insure that projects are tracked from conception to long-term monitoring and tracking. Compliance also provides critical functions to individual departments that administer programs. All HCD programs have policies and procedures to help insure compliance.

HCD's strategic personnel plan includes the training of all essential staff in HUD regulations, including CDBG, HOME, and the competitive grants it receives. The

plans include the hiring of consultants as needed to train staff in a manner that enables them to effectively administer programs.

HCD has a project tracking system that it designed to insure that applicable program requirements are followed for every HUD funded project. Program staff report monthly to the Administration concerning all HCD projects which includes: budgets, number of units, contract status, IDIS numbers, and other information. The document is a summary of all projects/major resources in the division and the spending status. This is critical to insure adherence to the budget, draw downs, the public service cap, and the planning and administration cap.

HCD staff responsible for long-term project monitoring coordinates with all other departments to insure compliance with long term contractual and regulatory requirements.

The Law Division has assigned two attorneys to HCD and will continue to fund an assistant City Attorney as well as a senior assistant City Attorney. In addition to other services, the attorneys provide a legal review of all contracts to make sure that all legal requirements are met. An internal auditor remains in place to provide and insure compliance with HUD financial standards.

Monitoring procedures for subrecipient activities are include in HCD's subrecipient management strategy. The manual provides a detailed outline of the City's policies and procedures for informing and monitoring its nonprofit subrecipients. In addition, HCD continues to consult with accounting firms to evaluate the financial management systems of subrecipient agencies in complying with HUD financial standards.

### **Actions to Reduce the Number of Poverty-Level Families**

HCD participates in a number of initiatives toward poverty reduction in Memphis. These include the Memphis Opportunity Fund, the Contractors Assistance program and other programs that provide job and life skills training, assisted and transitional housing, and micro-enterprise development. Job creation through major economic development activities is another critical part of HCD's strategy. HCD partners with MHA on a number of activities aimed at increasing the economic self-sufficiency of public housing and housing choice voucher tenants. These include three Neighborhood Networks programs, and three active Resident Opportunities for Self-Sufficiency (ROSS) programs. All of these provide access to technology, training, and other resources to move people into employment.

A majority of the funding used to support job/life skills training and micro-enterprise development is provided through direct City general revenue funding. As prescribed by HUD, assistance to low and moderate income families remains a focal point of HCD's mission.

The City of Memphis Division of Housing and Development has partnered with Southeast Community Capital to provide access to capital for small businesses in Memphis through the Memphis Business Opportunity Fund (MBOF). The MBOF is designed to promote access to capitals for small businesses, with nontraditional needs. The MBOF provides funding resources for individuals desiring to start a business or entrepreneurs wishing to grow and expand their existing business in the Memphis City limits. This program is targeted for small, minority, and women owned businesses.

The Renaissance Business Center (RBC) under HCD is funded with City general funds and provide entrepreneurs and small businesses in Memphis with training, counseling, and information. The RBC houses the Small Business Association, Southeast Community Capital, Tennessee Small Business Development Center, Black Business Association, and Memphis Area Minority Contractor's Association, all of which provide counseling, financing opportunities, trainings, seminars, and technical assistance.

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## **PART VI. SELF-EVALUATION**

Part VI assesses the progress made in FY11 by the City of Memphis in meeting the priority needs and specific objectives identified in the 2008-2010 Three- Year Strategic Plan and FY 2010 Annual Action Plan. The Division of Housing and Community Development (HCD), Memphis continues in its efforts to target area and neighborhood redevelopment initiatives. HCD and the Memphis Housing Authority continues to implement its plans via the use of HOPE VI funding as a major housing development tool. The planning process used in the preparation of the Consolidated Plan will continue to be the basis used to determine how best all resources may be used to met the needs of low-moderate income citizens in accordance with HUD's statutory goals.

The reporting format used in this CAPER's "Assessment of Three-Year Goals" and the "Affordable Housing Narrative" sections reflects the method used by Memphis to measure productivity and results. HCD also uses a "performance management system" in accordance with HUD guidelines.

Evaluation of Memphis achievements, and shortcomings was conducted with the overall statutory purpose of HUD's community development planning programs in mind. For each priority need, HCD presents what it considers is a true and accurate self-evaluation of FY 2011 actions.

FY 2011 represents the first year of the Three Year 2011-2013 strategy for the City of Memphis. The City of Memphis made considerable efforts to meet and exceed these objectives in each of the five objectives identified for housing.

### **Housing Evaluation**

In using the HOME funds, the City's DPA program continues in its efforts to assist low income first-time homebuyers to purchase their first homes. In total, the City's was able to assist 22 first-time homebuyers which was much lower than the one year goal of 25. The demand for entry-level housing has decreased which is compounded by credit problems experienced by low income households. Emphasis will be placed on post-credit counseling as well as increased underwriting reviews that will attempt to ensure that owners are less likely to lose homes to foreclosure caused by insufficient incomes. City funds were used to fund programs through the Memphis Housing Resource Center, which provided counseling to 477 households in FY11.

The Targeted Multi-Family and Single Family programs are designed to increase the supply of rental and owner-occupied housing in Memphis. In FY2011, HOME and CDBG funds were expended for eight activities: Trinity Park (construction of 32 units for home ownership in partnership with Habitat for Humanity), Lucca Street (new construction of 30 single family rental units), Bearwater Creek Redevelopment (new construction of 10 single family rental units), Ruby Oaks (new construction of 60 multi family rental units), NHO/Orange Mound Single

Family Rental (new construction of 8 units of single family rental), Saints Court (rehabilitation of 128 multi family rental units), and April Woods West (new construction of 57 multi family rental units). These efforts are a continuation of the City's objective of targeting rental and owner-occupied housing development in specific areas of the City.

The City's efforts to preserve and prevent losses to existing housing continued to be successful during FY11. The rehabilitation of 38 units was completed by the HARP Major Rehab program while 24 units were completed by the Volunteer Home Repair program; 137 units by the Minor Home Repair program; and 10 units by CHDOs.

In conclusion, Memphis objectives for the preservation of existing housing, increasing rental housing opportunities, assisting homeownership, increasing new construction in targeted areas was well met.

## **HOMELESS EVALUATION**

In FY 2011, the Division of HCD received competitive grant proposals for the use of several funding sources to serve the homeless population. These include CDBG funded Community Service Grants, Emergency Shelter Grants, which are sources of funds that may be targeted to subsidize homeless activities, as well as HOME-funded tenant based rental assistance and HOME-match for construction of supportive housing for the homeless. All ESG funds were awarded to maintain existing emergency shelters / transitional housing or services that already existed. The competitive process used to fund most of the activities that serve the homeless does not guarantee that applications for projects from service providers and housing developers will address the established Con Plan objectives. The following tables illustrate the assessment of the homeless goals and objectives for FY 2011, the first year of the three-year 2011–2013 strategy.

Objective 1 addresses the need to develop permanent supportive housing for chronically homeless individuals. In FY2011, Door of Hope used HOME funds to rehabilitate a 10 unit single occupancy facility for chronically homeless individuals. Friends for Life is in the process of developing another ten units for chronically homeless persons affected by HIV/AIDS.

Objective 2 recognizes the need to develop a range of supporting housing options for homeless mentally ill women without children. While there were no housing units developed in FY11, Lowenstein House provided a vocational skills training program for 15 clients with a mental illness.

Objective 3 addresses the need to provide funding for workers who are trained to assist homeless persons, including the mentally ill, to receive Supplemental Security Income. In FY2011, Door of Hope provided housing and supplemental

services to 73 persons, including providing assistance with SSI/SSDI and VA benefits.

Objective 4 addresses the need to develop incentives and funding that will help transitional housing programs that have underutilized space to develop programs that assist homeless substance abusers and to develop incentives and funding that will encourage the use of existing and development of new transitional housing and emergency shelters that will serve households where the primary caregiver has a substance abuse issue. In FY11, Alpha Omega, Synergy Treatment Centers, Case Management, Inc., CAAP, and Genesis House used ESG funds to provide services to clients affected by substance abuse. Door of Hope used CDBG funds to provide supportive services to 133 clients, many of whom are substance abusers.

In summary, HCD provided funding for 22 programs serving the homeless. This included 19 ESG-funded contracts that served 3324 homeless adults and children; 3 CDBG funded programs that assisted 670 homeless adults and children. CDBG funds were used toward the rehabilitation of 85 units of transitional housing, and HOME funds were used to develop ten units of housing and chronically ill homeless persons.

## **SPECIAL NEEDS POPULATION EVALUATION**

The Permanent Supportive Housing objective seeks to make funding available that will assist the development of permanent supportive housing for Special needs subpopulations. FY11 funds were expended on two projects that began in prior years: Housing Options, Inc. to develop 4 units of permanent supportive housing for the developmentally disabled and Tennessee Mental Health Consumers Association to develop 10 units for people with a mental illness (the facility opened in FY2011).

The Supportive Services objective focuses on giving preference to funding requests that propose to provide supportive services to special needs subpopulations. HCD provided funding for homemaker services for the elderly through MIFA and Helpline Homemaker, advocacy services through CASA, for victims of domestic violence through the Exchange Club, services related to families affected by HIV/AIDS through Hope House, case management for persons with a mental illness through Lowenstein House, services for people with a visual impairment through Meritan, and a senior companion program through MIFA. Additionally, the HOPWA program provided supportive services that benefited a total of 861 persons.

The objective of Tenant Based Rental Assistance is to provide funding that will respond to the increased demand for tenant based rental assistance for income eligible persons within the special needs population. Much success was achieved with this objective. For FY 2011, HCD provided funds to seven (7)

agencies that provided tenant based rental assistance to 135 families including mentally ill women and children, or persons otherwise in a special needs category.

The Public Facilities Objective seeks to give preference to funding requests that propose to develop new or rehabilitate public facilities that provide supportive services to income eligible special needs populations. No funding was provided for this category during FY2010.

The greater part of the City's accomplishments have been achieved in the special needs categories byway of supportive services. The use of HOPWA funds has provided steady and needed assistance to a growing AID/HIV population. Over the past year, 1428 individuals received short-term utility payment, emergency housing, tenant-based rental assistance from the HOPWA program. Use of HOME funds for tenant-based rental assistance supports the needs of very-low income persons with special needs to maintain affordable and decent rental housing.

### **Non-Housing Community Development Evaluation**

Memphis' non-housing community development needs are addressed by program activities that are grouped under the categories of neighborhood, community and economic development. In FY11, these activities included public facility and services that benefited low/moderate income persons (with specific emphasis on the youth, the elderly, and the unskilled). Assisting with the creation of public facilities is also another objective that is met through the construction of neighborhood facilities and buildings that house service organizations which provide community and public services to low and moderate income persons. Defining non-housing community development needs continue to be a challenge for HCD, however future neighborhood planning efforts will entail performance measures and indicators based upon non-housing community development objectives/goals. Below are tables that describe FY 2011 outcomes.

In terms of supporting redevelopment and neighborhood revitalization, CDBG funds were spend on plans related to creating a redevelopment district for the Vance Avenue Neighborhood which would provide tax increment finance opportunities to funds redevelopment in the area. HCD also supports the revitalization of Foote and Cleaborn Homes in these neighborhoods and has committed CIP and FY2012 CDBG funds to the project. In FY11, a plan for the Austin Peay corridor in the Raleigh community was completed. Several others were started including the Memphis Music Magnet, the UNDC transportation plan, and a redevelopment plan for the Midtown and Fairgrounds area was underway.

Kids in Technology provided hands on job readiness training and career opportunities to high school juniors and seniors at Pyramid Academy. Several other education and self-sufficiency-related programs accounted for in the table below also had job training and job skills components.

In FY11, Mustard Seed provide opportunities for tutorials, personal and educational development, and other skills to 600 persons; RISE Foundation provided empowerment to 125 disadvantaged youth to complete high school and earn post secondary degrees or certifications through the Step Prep program; and Personal and Career Development provided a structured after-school program and an academic summer camp to 76 students. Girls, Inc. provided services aimed at reducing barriers between girls and their parents to 336 girls. Classes were led by teens employed through the program. 74 seniors were assisted through homemaker programs. Funds were expended in FY2011 toward the development of the Northeast Resource Center and Soulsville Town Center in North and South Memphis that serve the residents of these two communities.

A competitive-grant application (Strategic Community Investment Fund) process is used by HCD's to meet public facility and community service needs. Most public services are funded thru the applications that are received through the SCIF. CDBG funds are used to fund these project activities although the City of Memphis provides significant General Revenue funding for economic development and other community development initiatives. In developing the Consolidated Plan, HCD considers that the primary funding source for non-housing community development is the CDBG entitlement that is limited to a 15% cap on spending for public services.

City funds are used to primarily address the economic development objectives of job creation and small business development via the services provided by the Renaissance Business Center (RBC) located at 555 Beale. During FY11, the RBC approved 11 small business loans whose value totaled over \$282,500.00 using City resources. These loans created 14 new jobs and retained 4 jobs. In addition, CDBG funds are also used to support organizations that provide employment training and job opportunities.

In summary, Memphis made significant progress in FY 2011 alone. During this period, funding was provided in the form of a float loan to the Memphis Pyramid Redevelopment project that will create over 1000 jobs and funding for several initiatives that provided public services for almost 2,600 low income youth and adults.



## **VII. PUBLIC PARTICIPATION**

### **Changes In Program Objectives**

No changes have been noted in program objectives. Amendments to the FY 2011 Annual Plan were made available to the public during the Public Hearing held on April 7, 2011.

### **Citizen's Comments**

The CAPER is available for public review from September 12, 2011 - September 26, 2011. The document is available on the City of Memphis website, the main library, at the offices of HCD, and upon request.